HAMMER AND COMPANY

The Transformational Power of Process

or

In the Footsteps of Leonid Kravchuk

US Air Force	**Dr. Michael Hammer** **www.hammerandco.com**	**July 2003**

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A Pretty Damn Good Endorsement

According to Prof. Charles Fine, the Chrysler Professor of Management at MIT, the 20th century's big ideas in operations management were:

- moving production line and standardized work
- statistical control of quality
- lean production
- theory of constraints
- process focus

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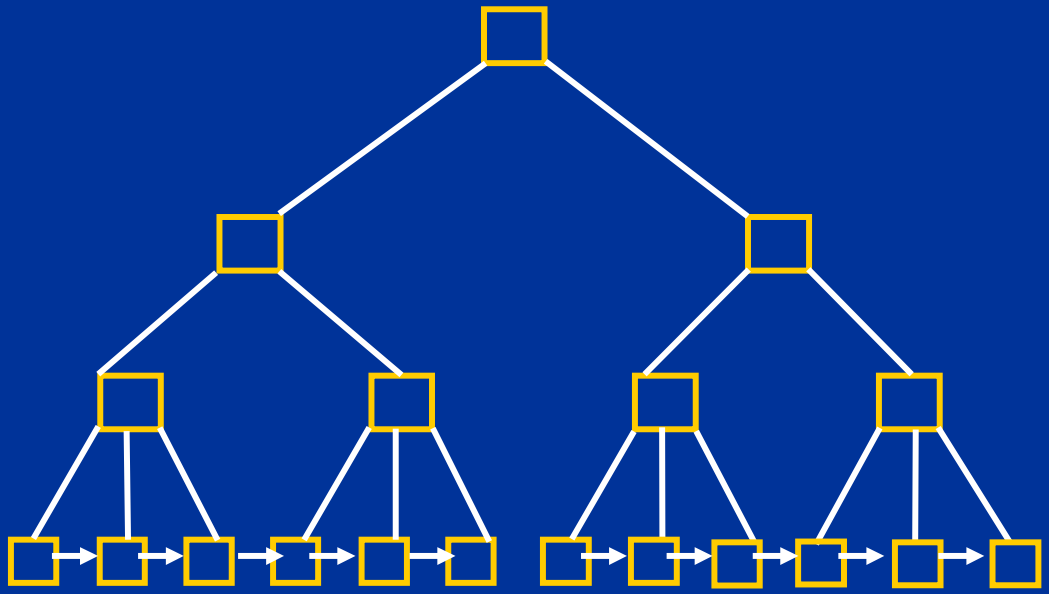
The Traditional Organization



Themes: specialization of labor and hierarchical management

Designers: Smith, Taylor, Ford

Capabilities: control, planning, scalability

Environment: stability and growth

The challenge: a changed world

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Today's Performance Challenges

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ETDBW

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What Won’t Help

Reorganization

Automation

Exhortation

Issuing orders

Heroics

Cost cutting

Because they’re superficial, unsustainable, and often counter-productive

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What Will

Redesigning processes and managing work in process terms

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The Essence of Process

End-to-end work

An organized group of related tasks that work together to create a result of value

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The Process Approach

- A new perspective on work
  - holistic
  - aligned
  - disciplined
  - customer and outcome focused
- Some common processes
  - order fulfillment
  - procurement
  - product development
  - post-installation support
- A sample process structure
  - the architecture of order fulfillment
- The indivisible triad of customer/results/process
  - an iron triangle
- Every enterprise has processes
  - but with two deficiencies

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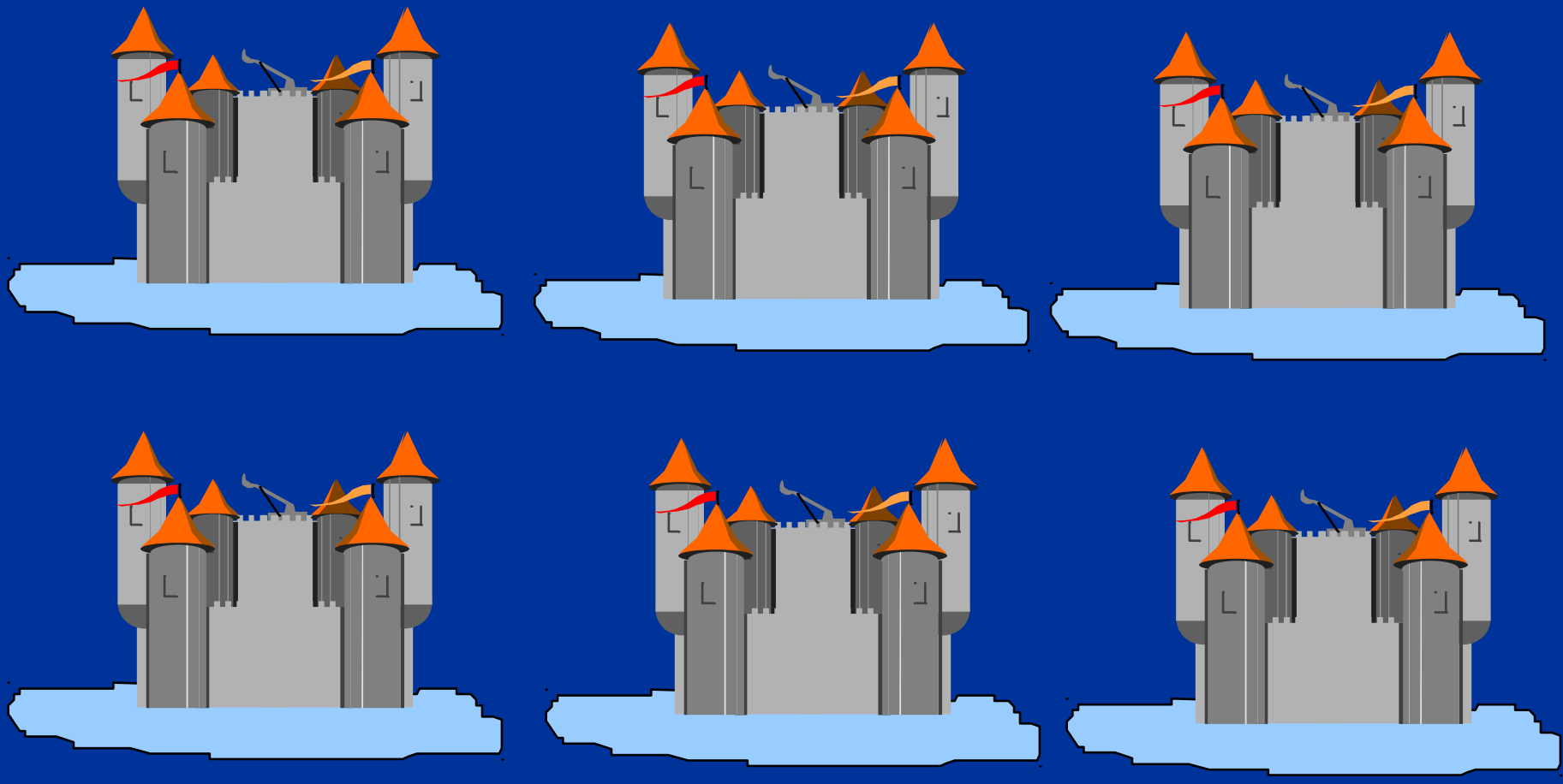
The Traditional Organization, Version II



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Traditional Mottoes

INMJ

IDWIT

IDMB

IJWH

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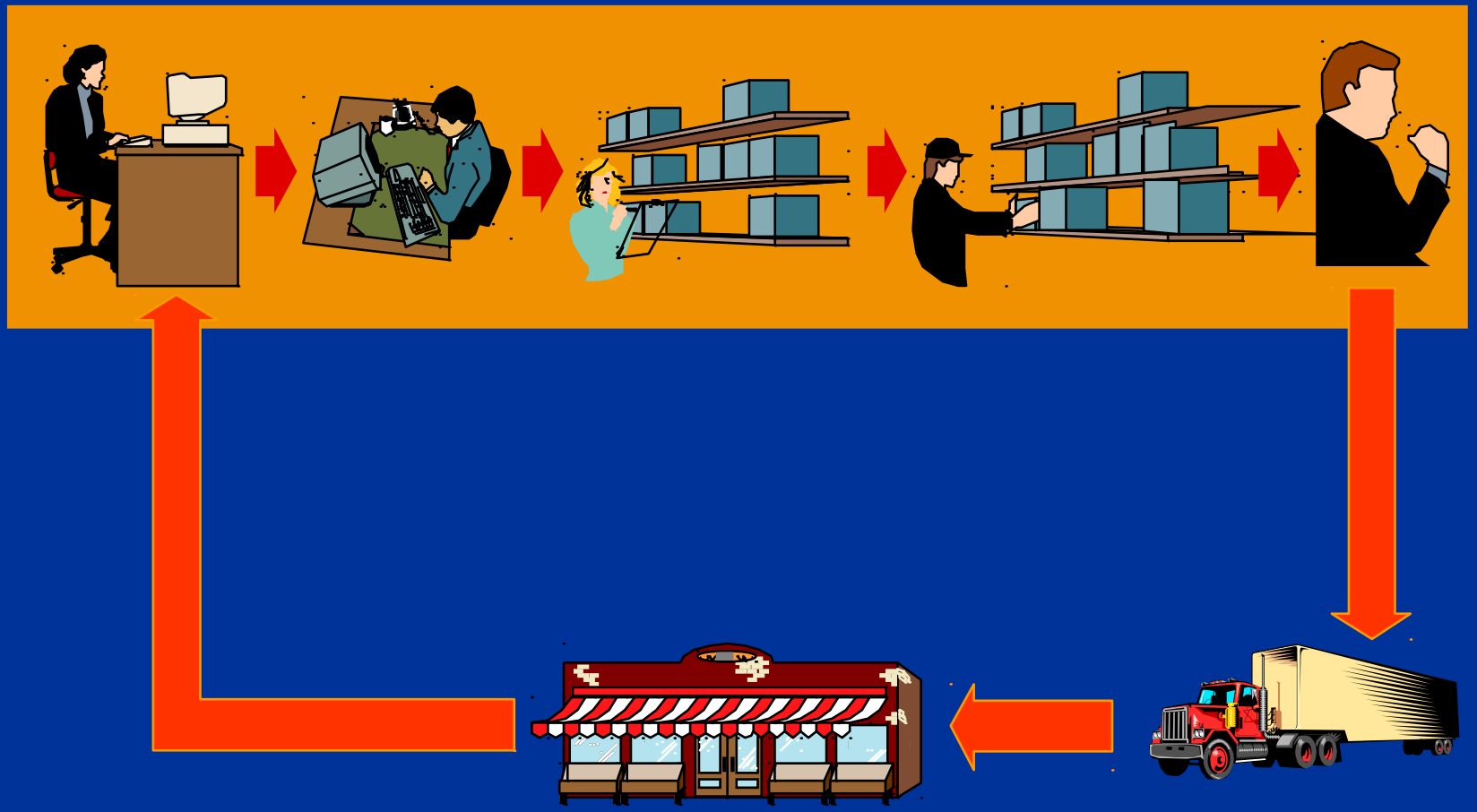
The Order "System"



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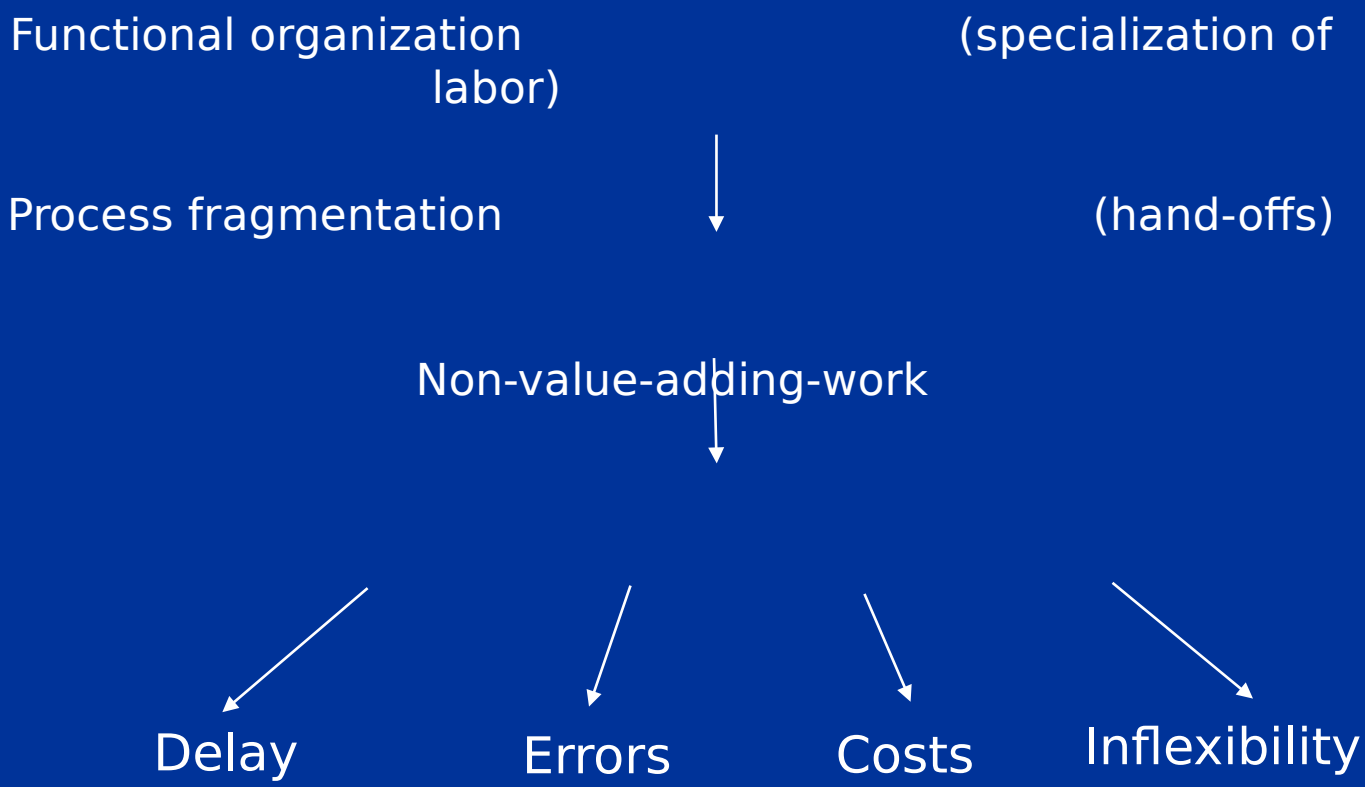
The Inevitability of Failure



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Processes in a Traditional Organization

Fragmented	Buried
Haphazard	Undefined
Disjointed	Implicit
Ad hoc	Invisible
Informal	Uncoordinated
Complex	Unmanaged
Chaotic	Unknown
Piecemeal	Unnamed
Disconnected	Unrecognized
Full of NVA	Unmeasured
Functional	Undesigned
Dysfunctional	Unloved

The inevitable consequences

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The Nightmare of Functionality

- No discipline, structure, repeatability, reliability, consistency, predictability
- Introspection and no customer focus
- Lack of overall ownership, accountability, responsibility
- Divergent goals, arguing, conflict
- Hand-offs and delays
- Non-value-adding costs
- Information attenuation

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The Nightmare of Functionality . . .
continued

- Low quality, errors, rework
- Inflexibility and inconvenience
- Complexity
- Duplication
- Lost opportunities

Processes perform dreadfully in a functional organization

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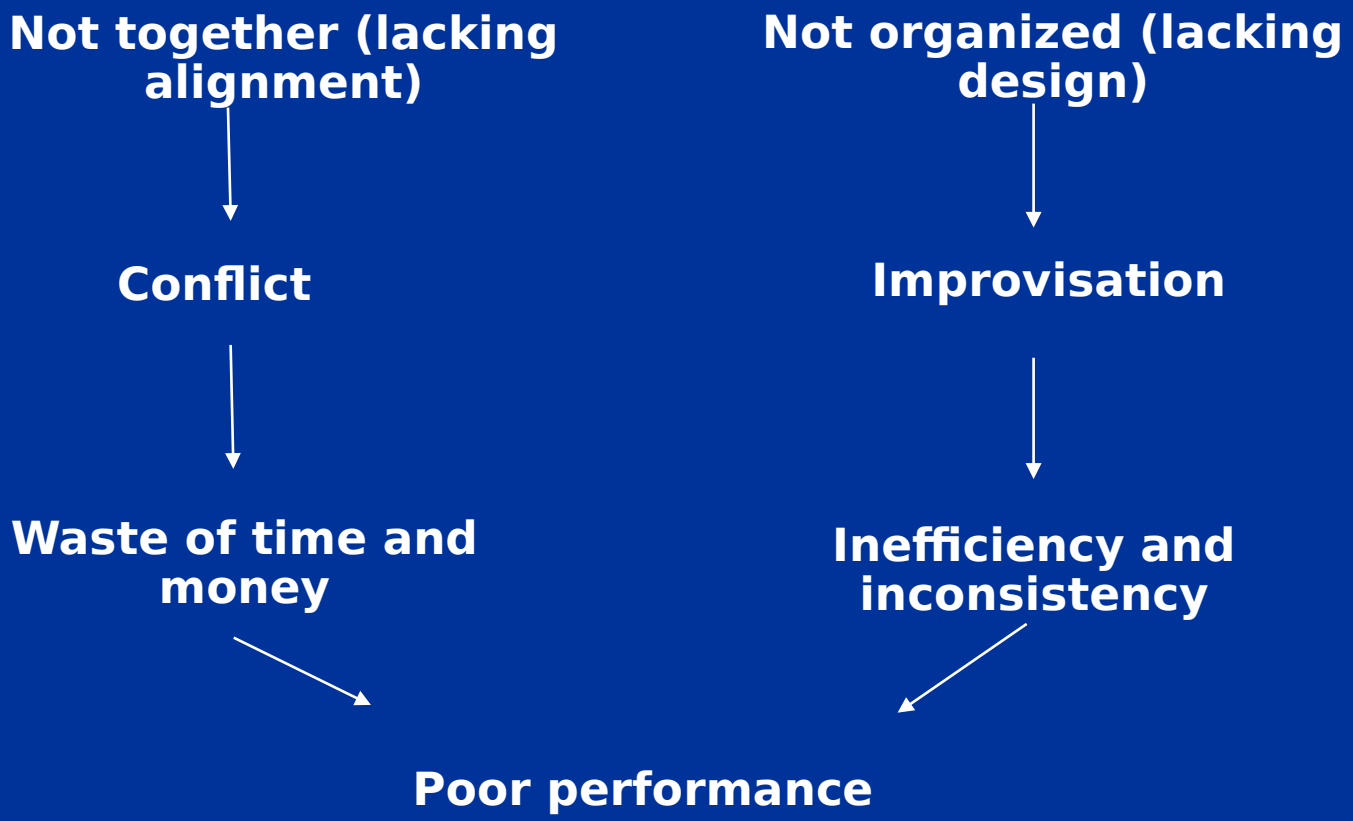
The Penalty of Lacking Process



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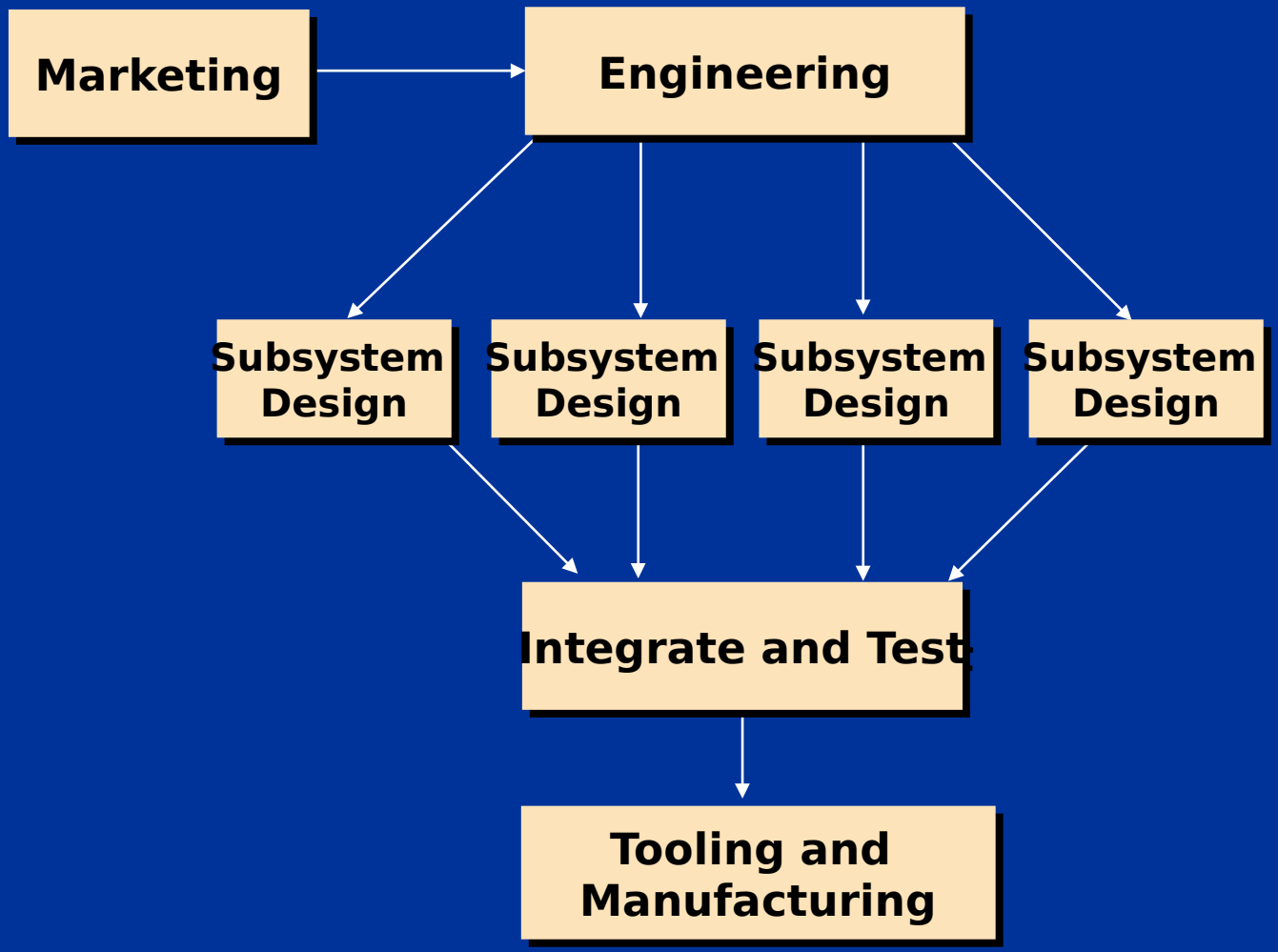
Company A: Functional Fragmentation



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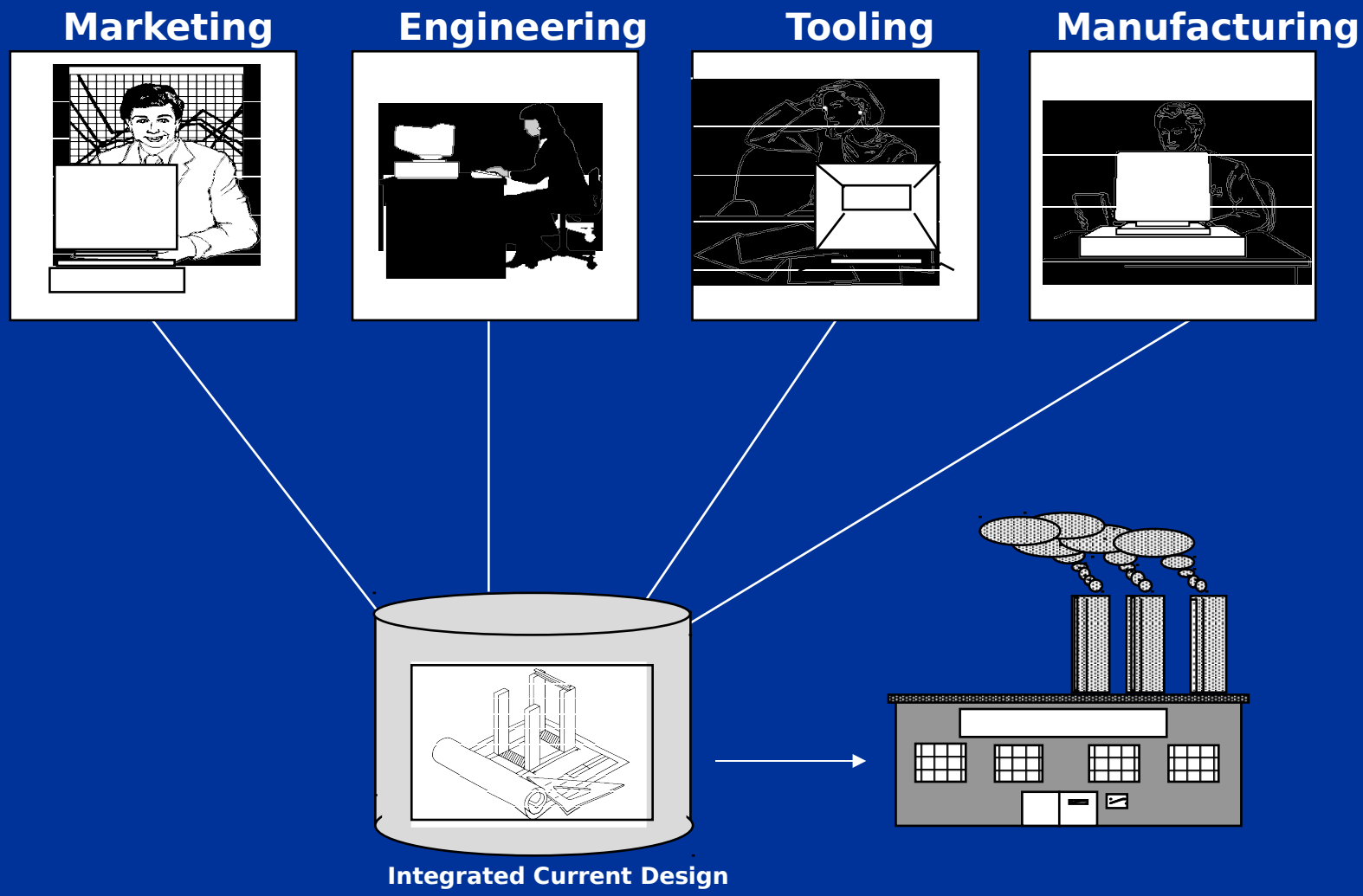
Company A:
Product Development Process



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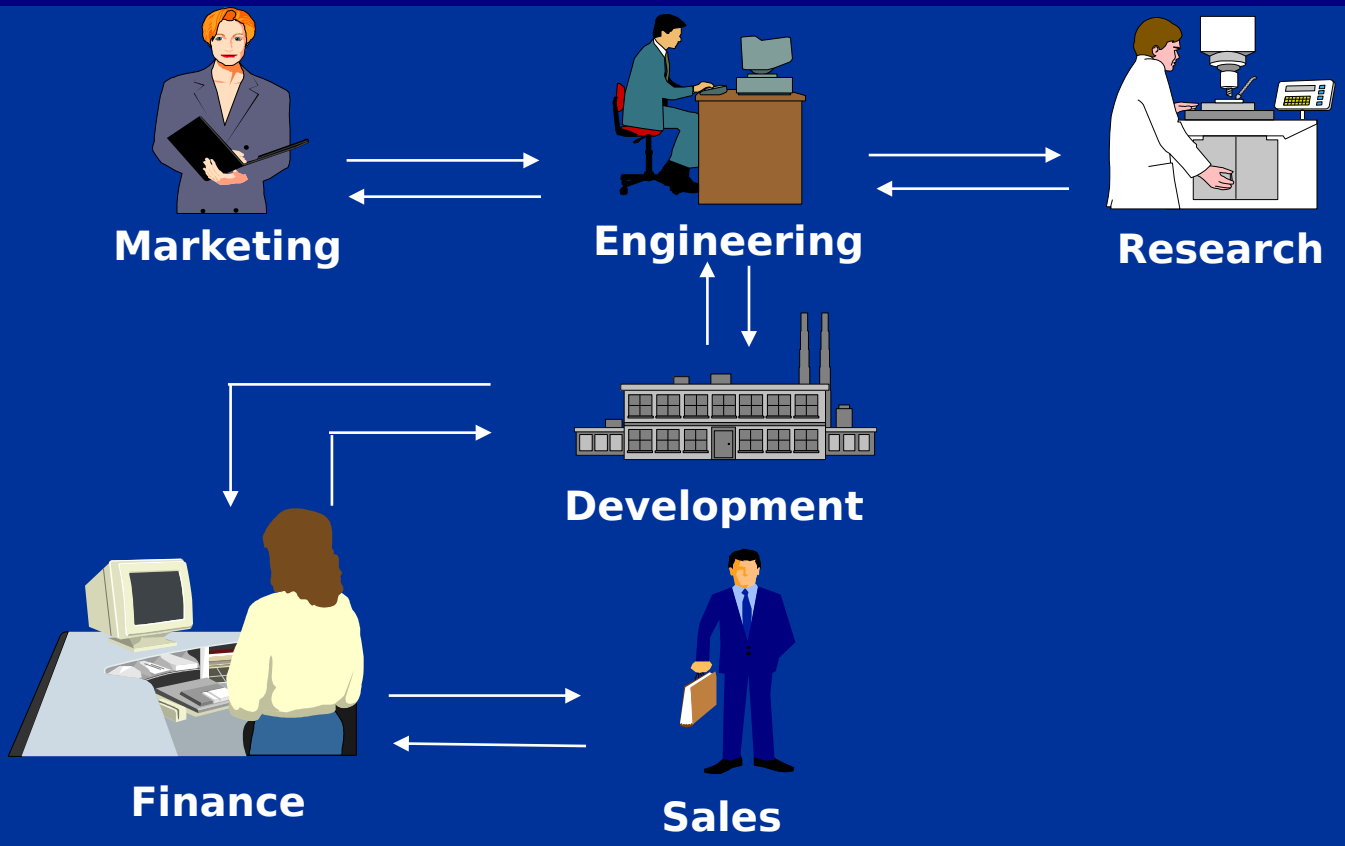
Company B: Task Work



Idea to launch in 36 months

The compensating mechanism for the absence of process

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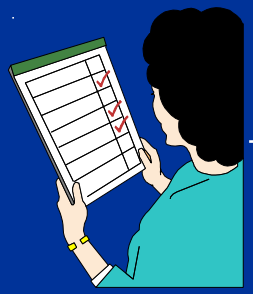
Company B: Process Work

"Customer Fantasy Day"

50 ideas

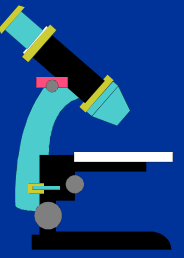


Prioritization (feasibility, desirability)

25 ideas

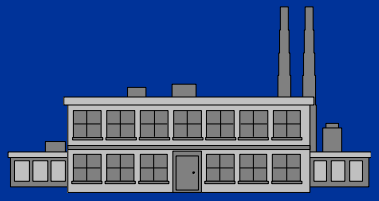
Market evaluation

2-3 business plans



Technical planning

1-2 implementation plans



Development

1-2 launch plans

Launch

Commercialization process: formal design, team structure, measurement emphasis, results focus

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Fighting Words

Superior products are the result of superior product development processes

The end of history and heroics
The fallacy of the champion

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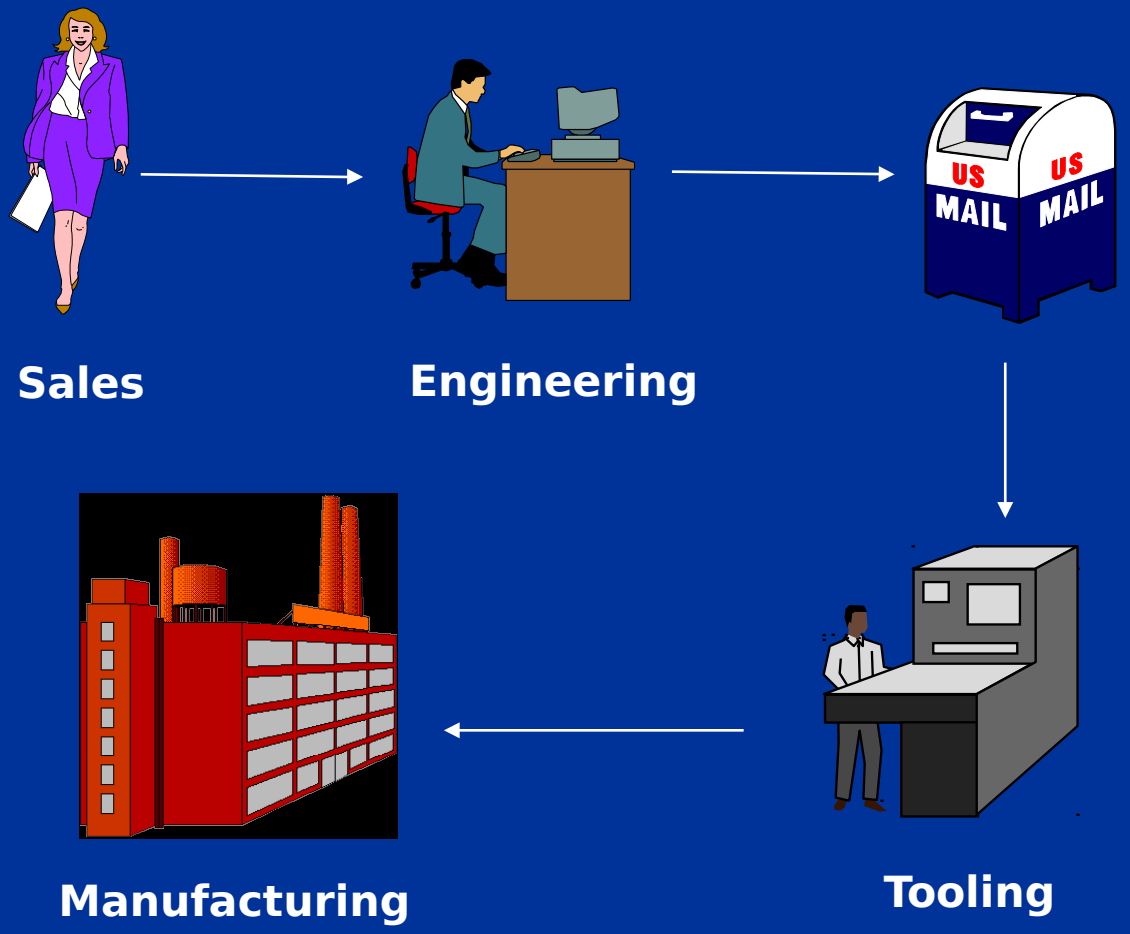
Company C: Task Work



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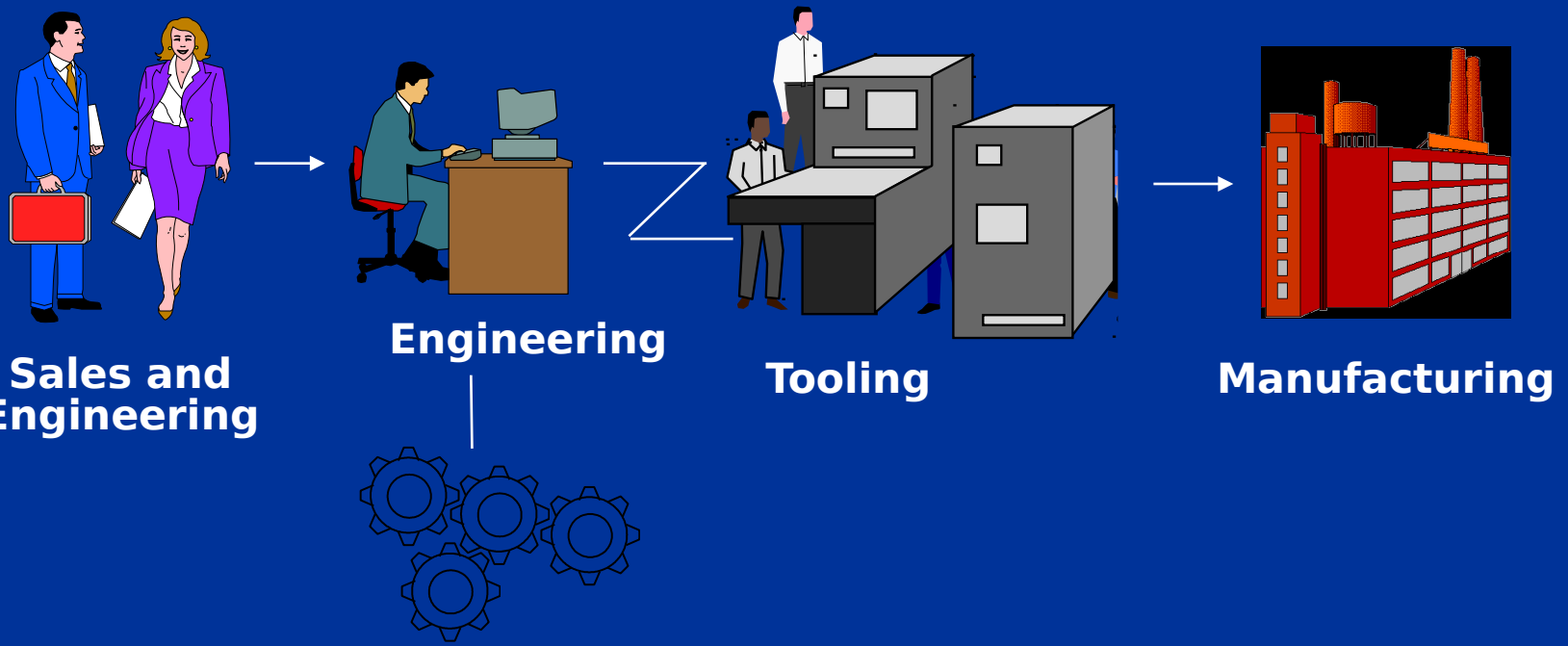
Company C: Process Work



Sample development process

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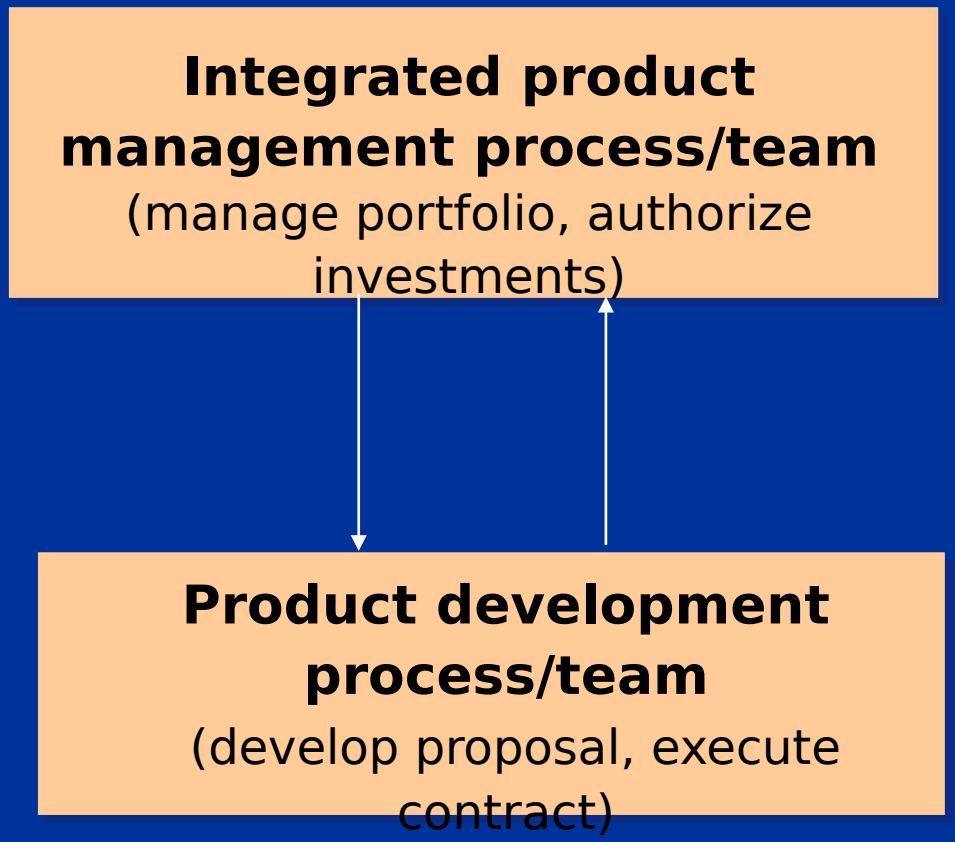
Company D:
A Tale of Two Processes



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Themes

- Focus on most promising projects
- Explicit contract to development team
- Repeated decision check points
- Holistic portfolio management and resource allocation
- Fact-based decision-making
- Process metrics as early warning indicators
- Formal project management methodology
- Extensive mandated use of common building blocks

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Results

- 75% reduction in time to market
- 42% reduction in development expenses
- 27% increase in customer satisfaction

Two-year deployment

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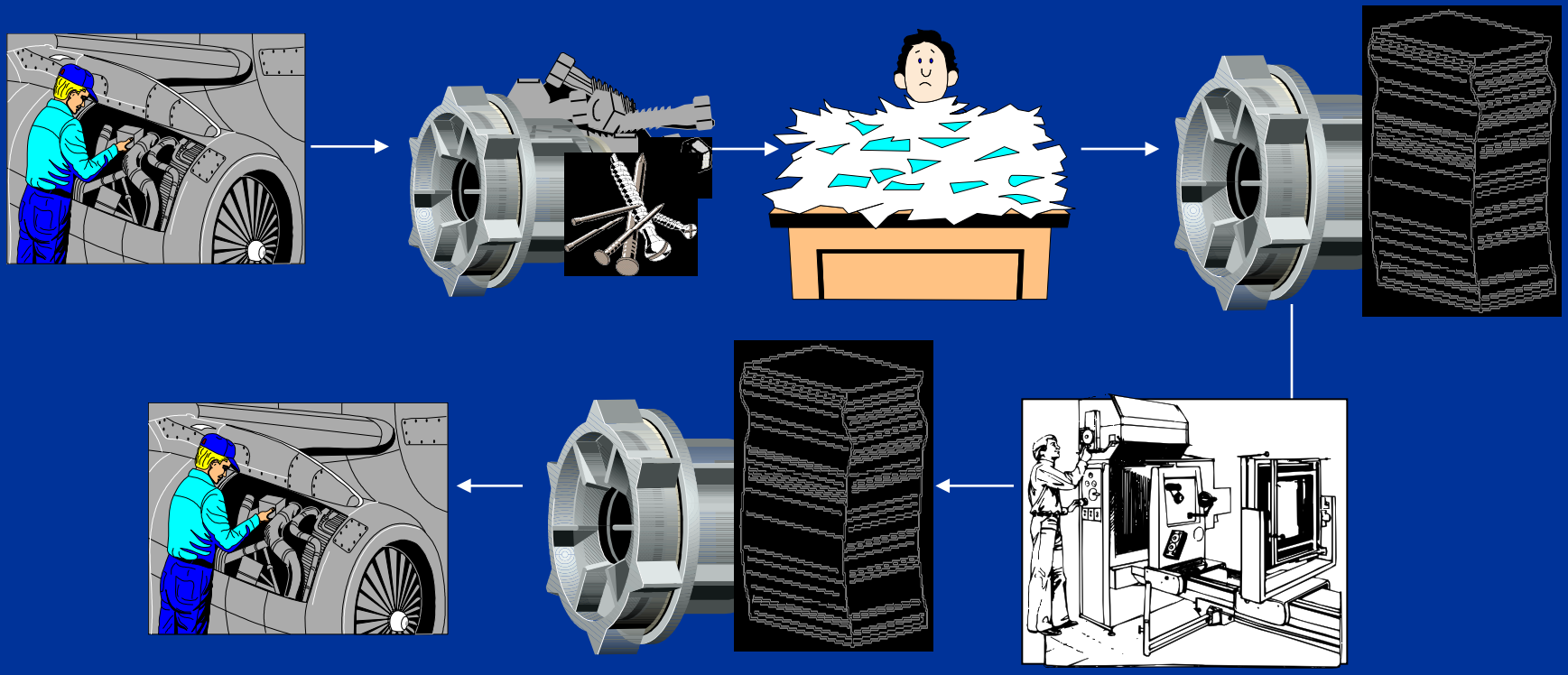
Company E: The Old Approach



Disconnected, fragmented, poorly coordinated

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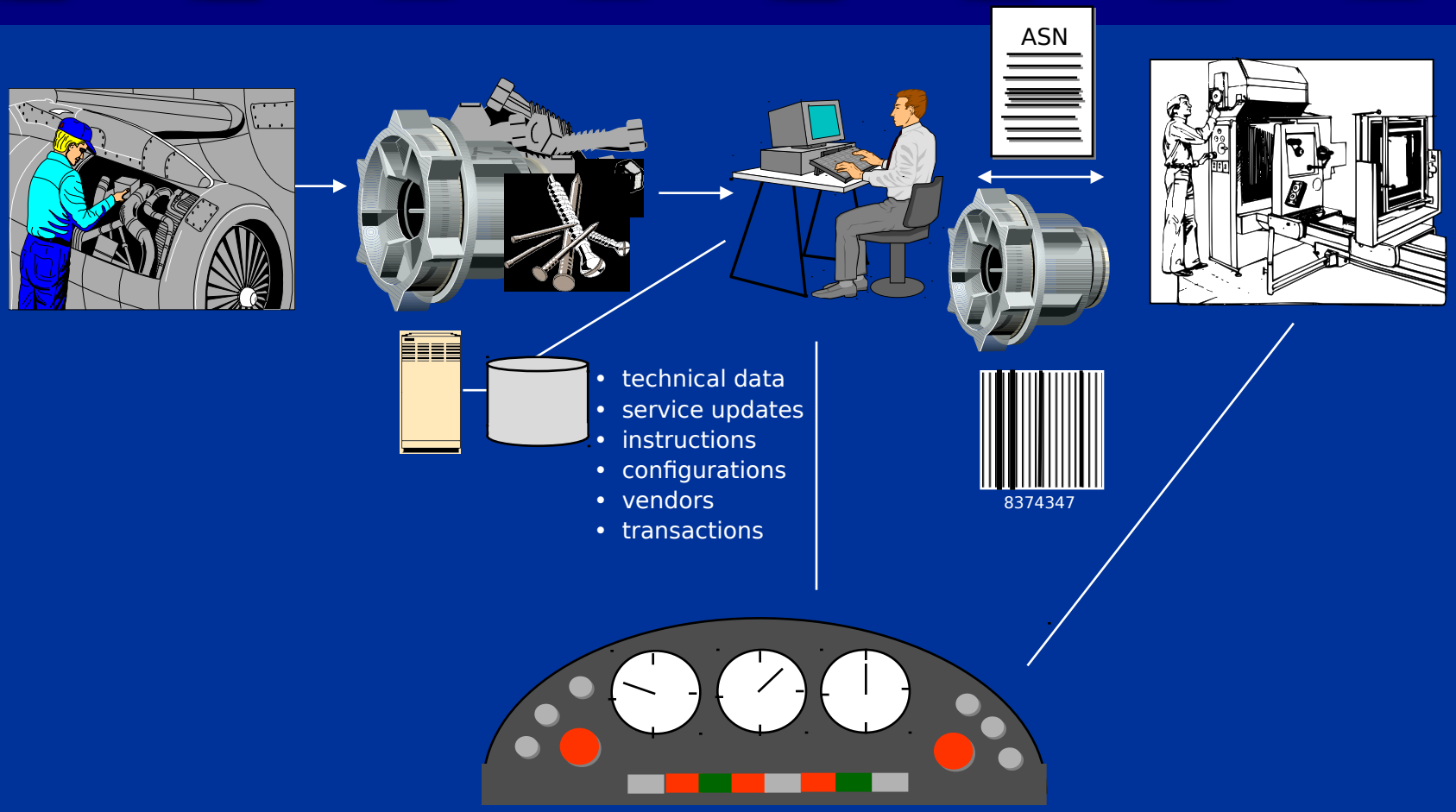
Company E: The New Process



Slashed TAT, greater manageability

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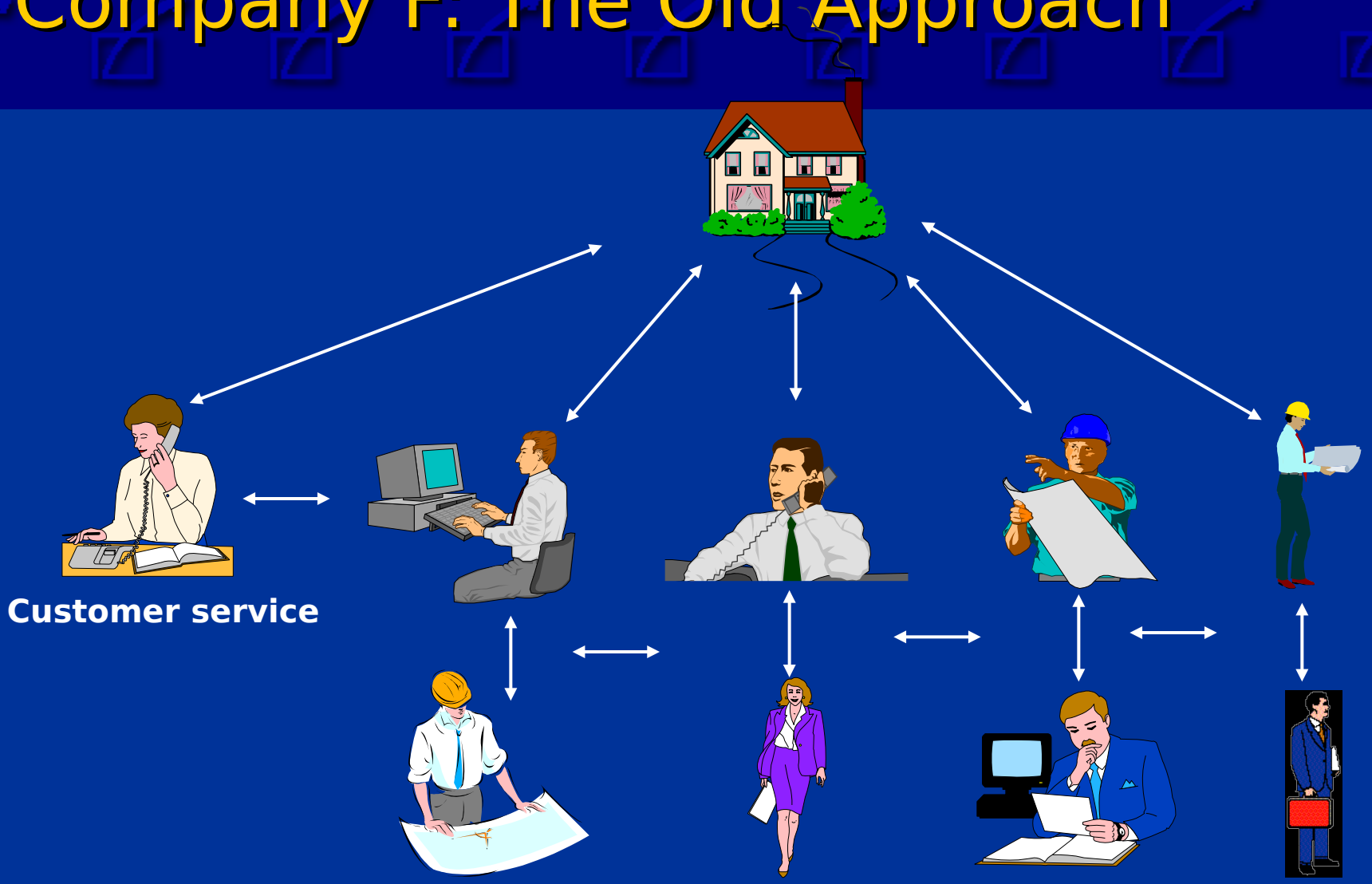
Company F: The Old Approach



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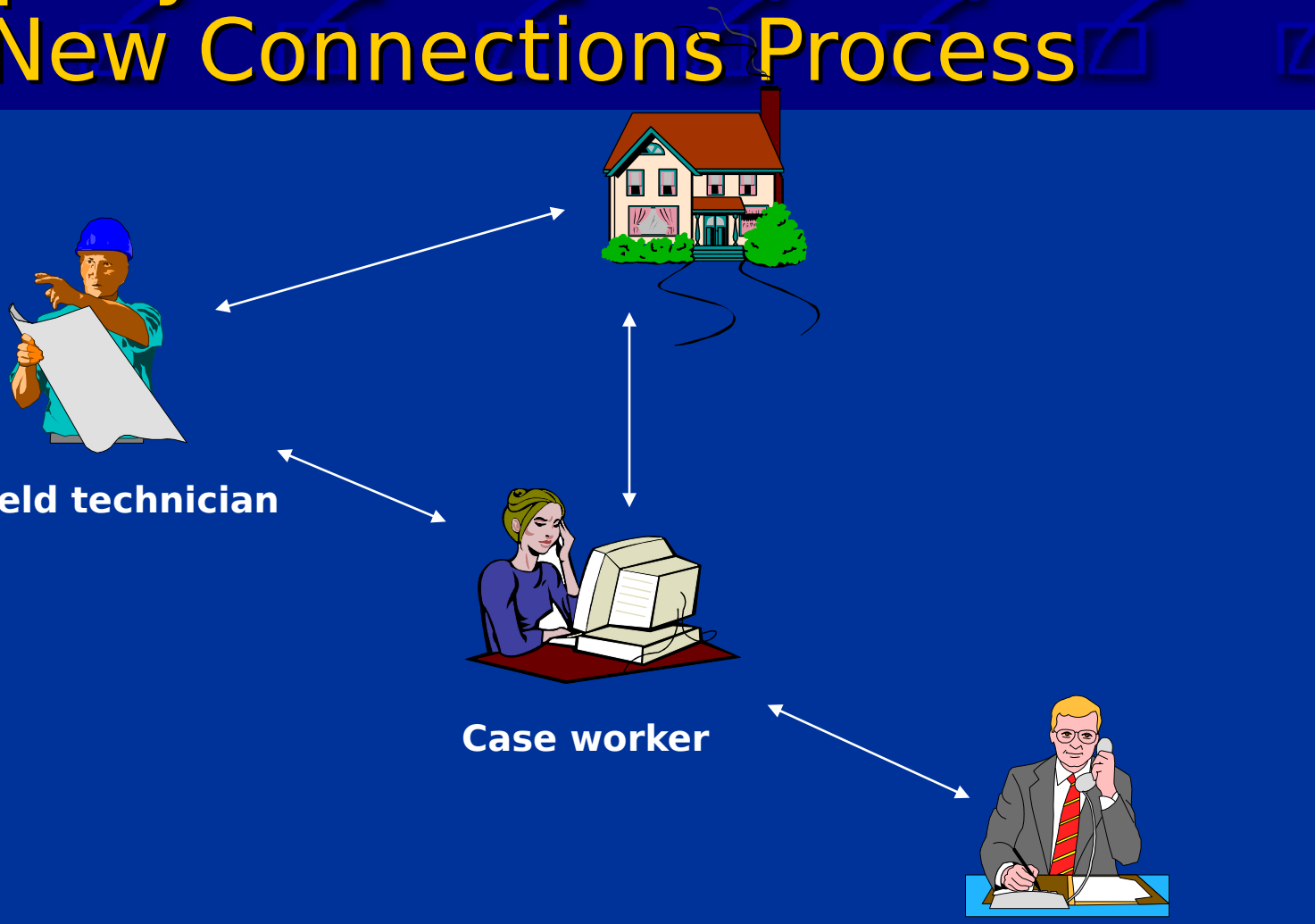
Company F:
The New Connections Process



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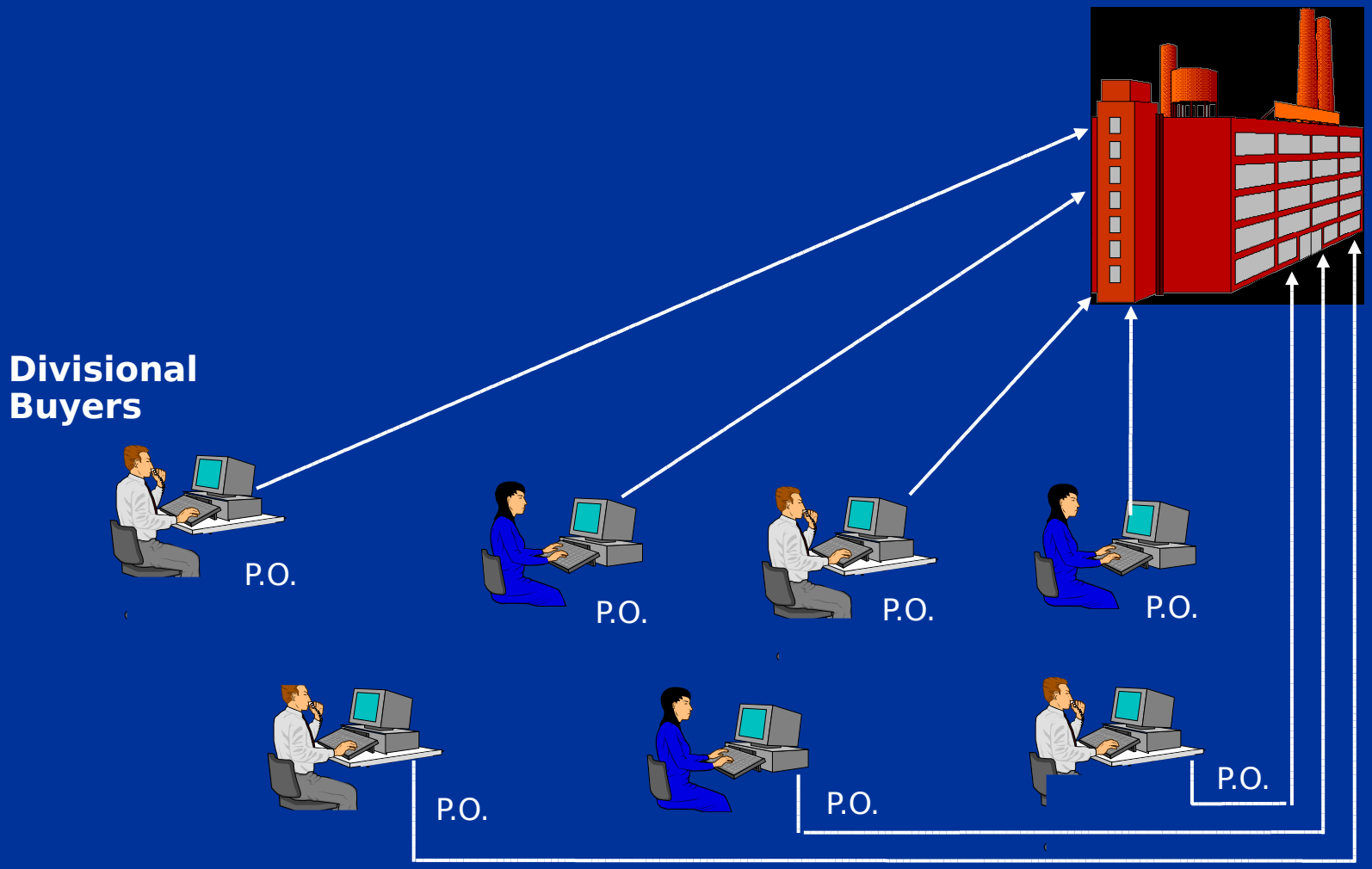
Company G: Before



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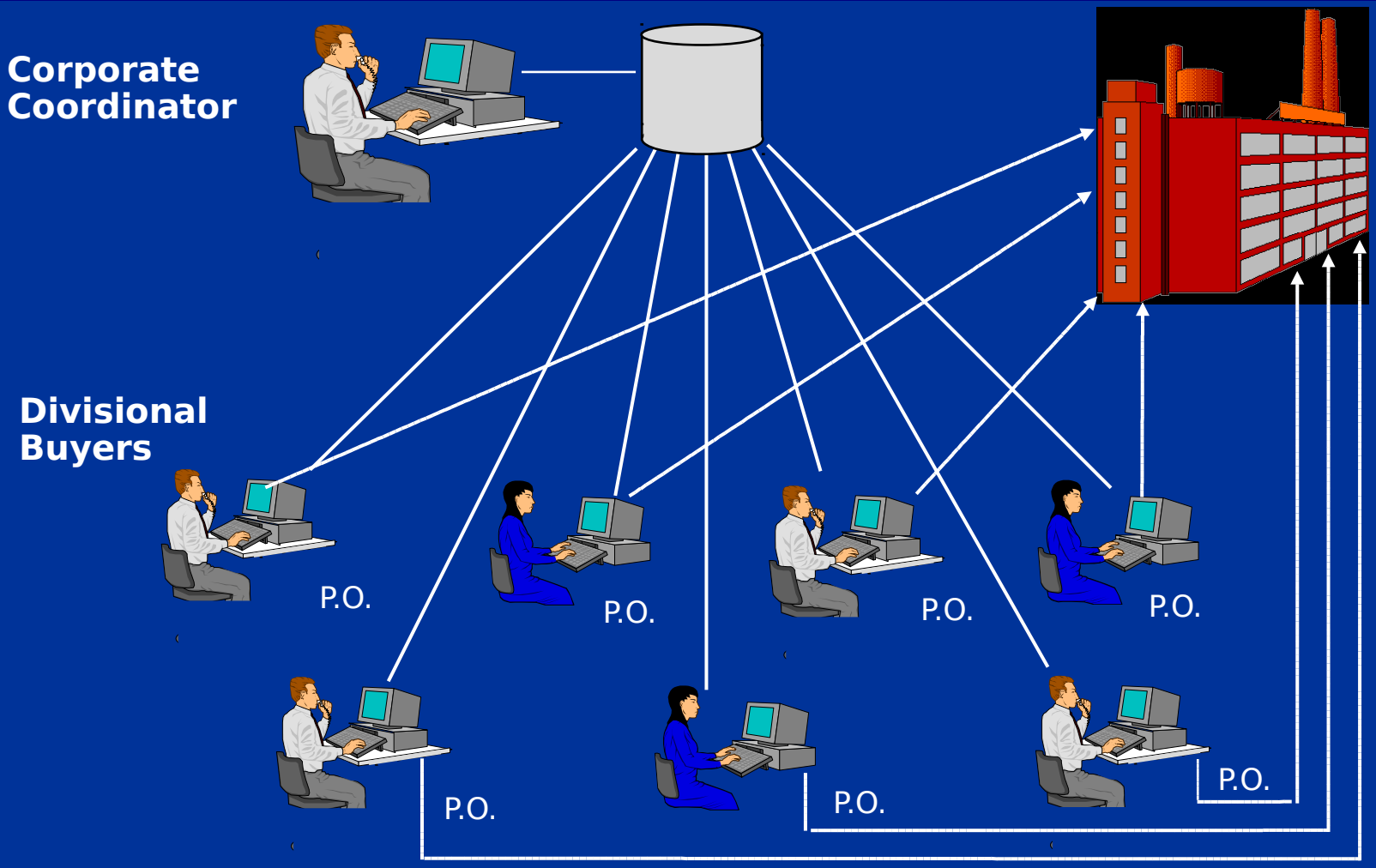
Company G: The New Process



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The Tactical Powers of Process

- Efficiency
  - process redesign drives out NVA
  - reduced overhead, increased speed, enhanced accuracy, improved asset utilization, greater responsiveness
  - the antidote to inefficiency
- Alignment
  - process work is team work
  - cooperation, ownership, accountability, avoiding sub-optimization, customer and outcome focus
  - the antidote to conflict
- Discipline
  - any process is better than no process
  - repeatability, consistency, predictability, clarity of action
  - the antidote to chaos

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The Key Dimensions of Process Design

Who

When (relative and absolute)

Where

Whether

What inputs and information

What degree (how much)

What frequency (how often)

Redesign rearranges the value-adding tasks

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Primary Payoffs of Process Redesign

- Lower operating cost
- Increased speed
- Enhanced accuracy
- Improved asset utilization
- Greater responsiveness

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What's the Matter with Your Old Process Designs?

- They were poorly designed in the first place
- They have become burdened with accretions
- The world has changed
- Requirements have evolved
- Assumptions have become false
- Technology has advanced
- What old process designs?

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Well-Designed Processes

- No waste
- Minimal non-value-adding work
- Optimized value-adding work

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The Strategic Powers of Process

- Agility

  processes are handles for adapting an organization to new circumstances

- Morale

  process jobs are more rewarding

- Manageability

  processes allow managers to manage rather than observe

- Coherence

  process provides a framework for integrating and leveraging other performance improvement initiatives

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Common Misunderstandings about Process

- Misfocuses attention
  on procedure rather than on results and customers
- Adds overhead
  more bureaucracy
- Increases workload
  requiring useless tasks
- Slows things down
  forces working to rule

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Common Misunderstandings about Process . . . *continued*

- Diffuses accountability
  no one is responsible
- Reduces flexibility
  by enforcing design
- Stifles creativity
  turning people into robots
- Eliminates people
  a synonym for downsizing

All based on flawed comprehension

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The Truth about Process

- Focuses attention on customers and results
  process begins with customers
- Reduced overhead
  by designing it out
- Shifts workload
  from non-value-adding to value-adding activities
- Speeds things up
  through streamlined designs

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The Truth about Process *. . . continued*

- Intensifies accountability
  via team and metrics
- Focuses flexibility
  within the context of the design
- Leverages creativity
  “be creative about the product, not the process”
- Eliminates non-value-adding work
  through redesign

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All Work is Process Work

- Transactional
  order fulfillment, procurement, post-sales support
- Developmental
  product development, demand creation, order acquisition
- Enabling
  hiring, budgeting, information systems implementation
- Governance
  strategic planning, decision-making, capital allocation
- Inter-enterprise
  supply chain, collaborative development, distribution

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The Benefits of a Process Perspective

- Creates customer focus
- Leads to appreciation of goals and objectives
- Recognizes team contribution
- Allows replication and predictability
- Encourages broad understanding and perspective
- Lets people see where they fit in
- Creates a sense of ownership
- Supports measurement and improvement

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Some Companies Serious About Processes

IBM	Duke Power
Nestle	Texas Instruments
GE Capital	Intel
Air Products	Becton Dickinson
Johnson & Johnson	Tetra Pak
Kimberly-Clark	GM
MetLife	Detroit Edison
UPS	Rohm and Haas
Merck	Pratt and Whitney
Shell	Siemens

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The Process Approach to Transforming Performance

- Identify the organization's processes
  a business model in process terms, driven by strategic goals
- Assign process owners
  senior executives to drive the effort
- Measure process performance
  and set target goals
- Create high-performance process designs
  specifying precisely how tasks fit together
  replacing inherited default designs

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The Process Approach to Transforming Performance. . . *continued*

- Implement new process designs
  after suitable testing
  including training, infrastructure, and technology

- Align the organization around processes
  all the management systems

- Improve process performance
  on an ongoing basis

Improved performance through improved design

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The Concept of Process Ownership

- Process owner: an individual with accountability and authority for the process
  - trans-team responsibility
  - someone with the time and motivation
- Teams perform processes, not manage them
  - skills and time
  - consistency and quality
- The importance of design
  - a replacement for tribal lore
  - empowerment is not anarchy
  - empowerment exists in a design context
- The limitations of the term
  - what does the process owner own?
- Processes are assets
  - what is a company, after all?
  - assets need care and attention

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The Content of Process Ownership

- Design and deployment: creating the context for appropriate performance
  - determining process performance requirements
  - formulating vision
  - developing and documenting process design: who, what, where, when, etc.; how tasks fit together
  - architecting and implementing training systems
  - ensuring compliance
  - improving process design as needed
  - managing automation and change efforts
  - an ongoing responsibility for a key business asset

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The Content of Process Ownership
. . . continued

- Measurement: assessing and targeting performance
  - determining customer needs
  - translating into performance requirements
  - identifying key performance indicators
  - deploying measurement mechanisms
  - reviewing and interpreting performance
  - communicating performance information
  - setting performance targets

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The Content of Process Ownership . . .
continued

- Guidance: enabling the professionals
  - serving as the process expert
  - instruction in process technique
  - support for exception handling and solving operational problems
  - assistance in conflict resolution
  - coping with complex or unanticipated situations, missing resources, team dysfunctions
  - implementing training and measurement
  - redeploying resources on ad hoc basis
  - a resource, not a supervisor

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The Content of Process Ownership
. . . continued

- Advocacy: representing the process in the organization and vice versa

  relating process to organizational strategy

  negotiating performance requirements

  managing interfaces with other processes

  obtaining needed resources

  lobbying for process goals

  driving major change when needed

  negotiating with constituencies and stakeholders

  removing roadblocks

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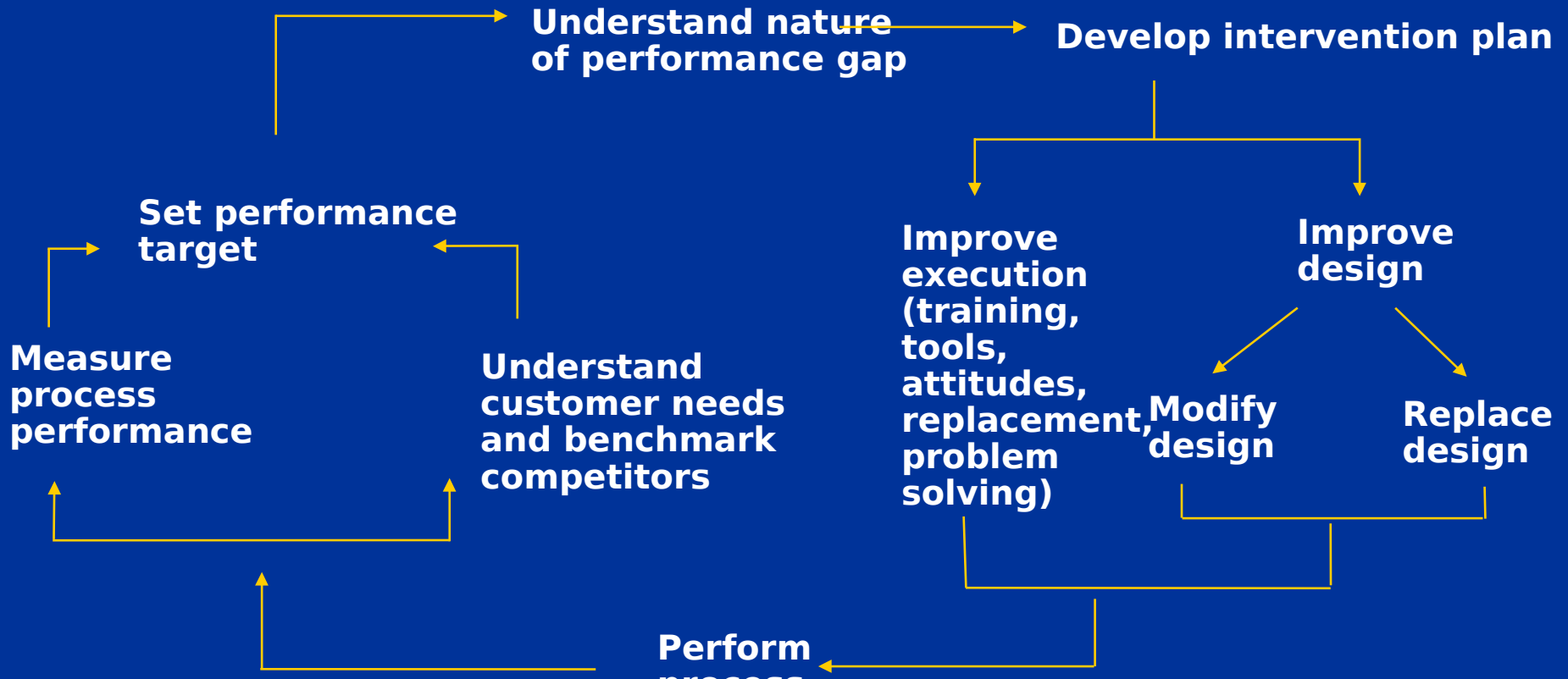
The Process Lifecycle



Performance management through process management

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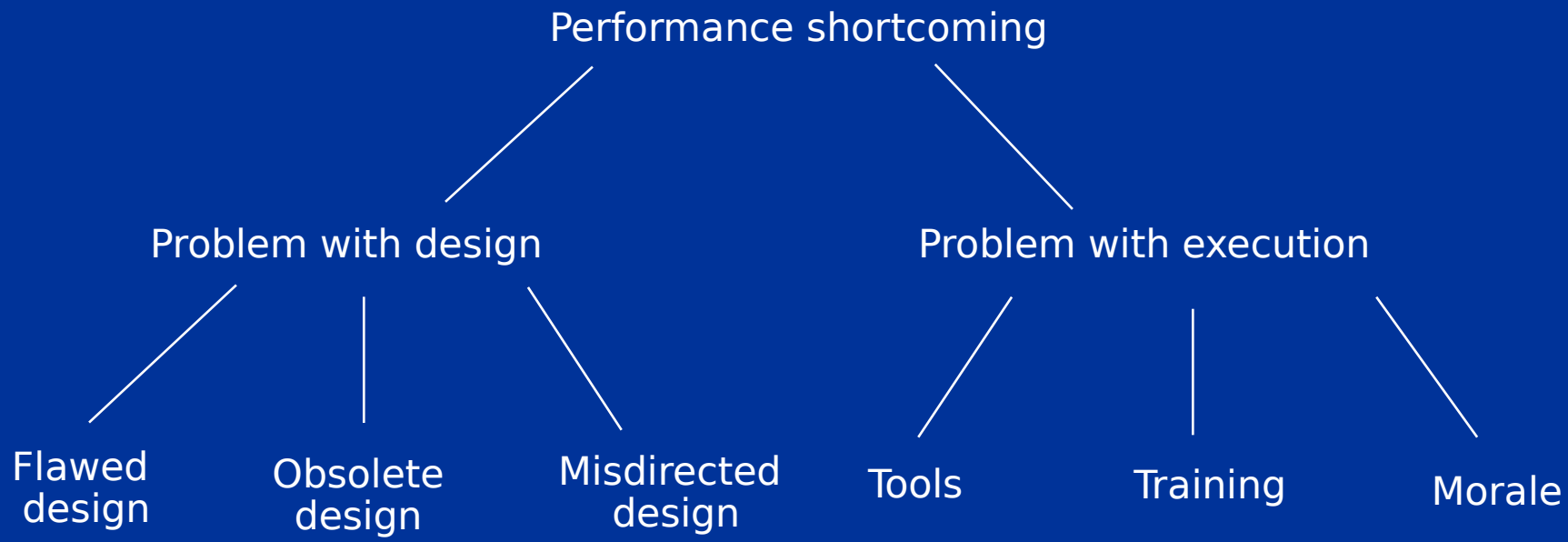
The Sources of Poor Performance



Updating Ishikawa

Using performance data to choose

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The Story of Duke Power

- Crisis: impending deregulation
  new strategic goals
  performance problems and their causes
- Response: establish a process organization
  use the Gameplan to translate strategic imperatives into process goals and then reengineer
- Process owners
  for Deliver Products and Services, Provide Reliability and Integrity, et al.
  senior placement

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The Story of Duke Power *. . . continued*

- Working with the regions
  - providing designs
  - establishing goals
  - dispensing budget
- A new style
  - the three critical capabilities
  - collaboration and the decision rights matrix
  - evangelism: the importance of customers and the process as tool
- Payoffs: dramatic improvement
  - with consistency and sustainability

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An Unusual Role

- Influence rather than control
- Enabler rather than problem solver
- Process expert rather than content expert
- Planning rather than fire-fighting
- Cooperation rather than conflict

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Principles of Process Metrics

- Focus on end-to-end outcomes and performance
  ignoring narrow agendas
- Derive from customer needs and enterprise goals
  the case of on-time installation
- Use to monitor performance and drive change
  not merely an exercise
- Avoid being distracted by sub-measures
  the case of the equipment repair process
- May need to transcend enterprise as well as organizational boundaries
  the case of aircraft engine repair
- Create universal understanding and awareness
  focusing people's attention
- Align rewards with metrics
  to give them bite

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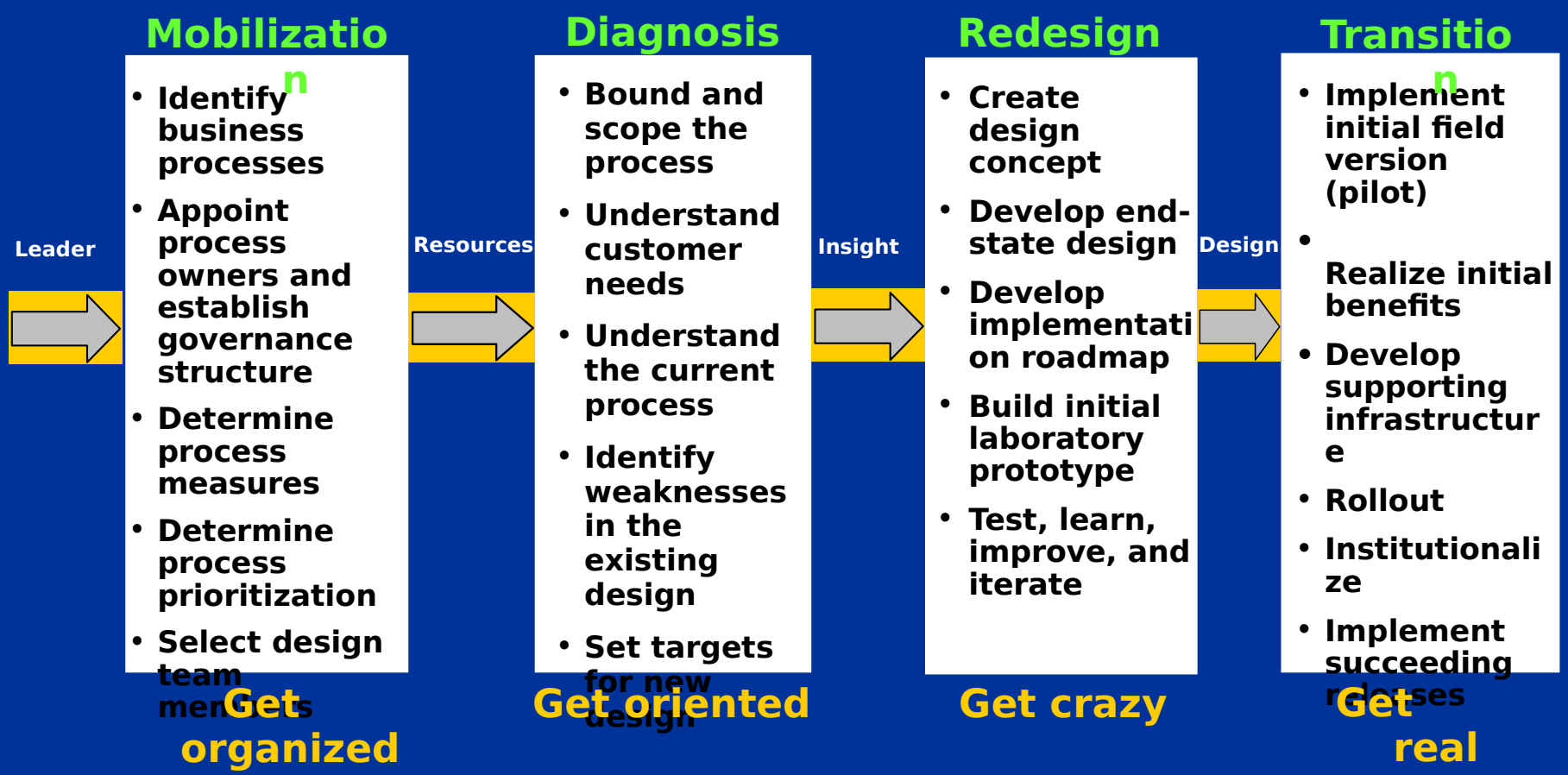
A Process for Process Redesign



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The Process Design Team: Demographics

- Insiders
  - knowledge of business and customers
  - intuition and experience
  - credibility and opinion leadership (Trojan Horse)
  - moderate seniority
- Outsiders
  - reengineering technique
  - imagination, creativity, naiveté
  - objectivity, risk-taking, and leavening
  - ability to maintain distance
- Composition
  - diagonal slice
  - multiple functions and constituencies represented
  - concentric rings: core team and extended team
  - occasional involvement of specialized disciplines and SMEs
  - participation of customers and suppliers in extended team

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The Process Design Team: Demographics *. . . continued*

- Team captain

  manager of a key stakeholder function

  facilitator, politician, diplomat, quartermaster

  primum inter pares

- Rules of engagement

  primary assignment (preferably 100%): the problems of logistics, contamination, schizophrenia, emergencies, and hypocrisy

  long-term commitment (18-24 months)

  abandoning organizational loyalties

  cohabitation: the communication vs. distance curve

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The Process Design Team: Demographics *. . . continued*

- Challenges

  finding the resources: coping with a full plate

  managing a cross-cultural ensemble

  team-building (may be deliberate)

  dealing with conflict: a Hegelian style

  relationship with the owner: customer, coach, cover

  life after design: for insiders, outsiders, and process owners

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The Process Design Team: Psychographics and the Wizard of Oz

- Enthusiasm, optimism, and ambition
- Persistence, energy, tenacity, self-esteem, stamina, thick skin, follow-through, resilience, commitment, courage
- Process thinking: systems, big picture, holistic, critical, quick learner
- Design capability: open mind, creativity, evaluation of tradeoffs, performance analysis, trouble-shooting, problem-solving, resourcefulness

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The Process Design Team: Psychographics and the Wizard of Oz *. . . continued*

- Discontent with status quo (mavericks and renegades), hunger for change
- Questioning, skepticism, open mind, unafraid
- Comfort with rule breaking, ambiguity, change, and risk
- Broad business perspective
- Inter-personal, teamwork, listening, persuasion, and communication skills

Temperament, cognition, style, skills, background

The hallmarks of the ideal candidate

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Life on a Process Design Team

- Exciting but exasperating

  making a difference but struggling with reality
- Exhilarating but exhausting

  invigorating, tough, frustrating, gut-wrenching, intense, endless, eye-opening, fun, rewarding, swimming upstream, entrepreneurial, herding cats, brain hurts at the end of the day
- Experimental and expiscatory

  ambiguity, no SOP, making decisions in uncertainty
- Excluded and excommunicated

  lonely, unpopular, guilty, misunderstood; find out who your friends are
- Exequial and ex nihilo

  le processus c'est mort

The metaphors of Dante and Disney

Never easy, routine, or done

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Three Approaches to Process Redesign

- Templates
  - apply recurring patterns of high-performance process transformations
  - e.g., case worker, work relocation, parallelism, earlier decisions, less precision
- Assumption breaking
  - trace problems to rules to assumptions, and then question
  - e.g., delays caused by specialization caused by assuming all cases complex
- Disruptive technology
  - look for opportunities to exploit game-changing power of technology
  - e.g., shared data enables simultaneous work

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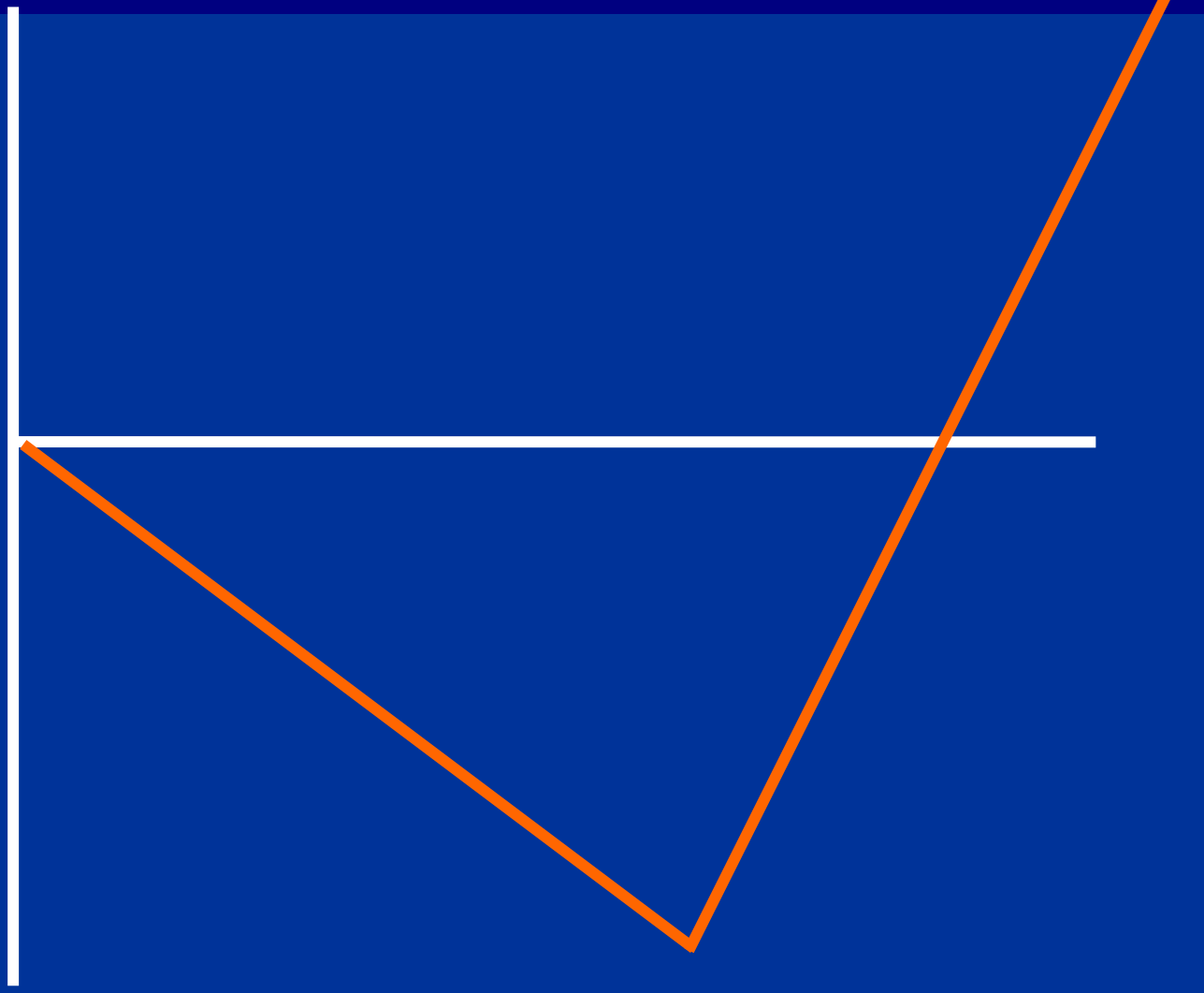
The Path to Disaster



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The Road to Success

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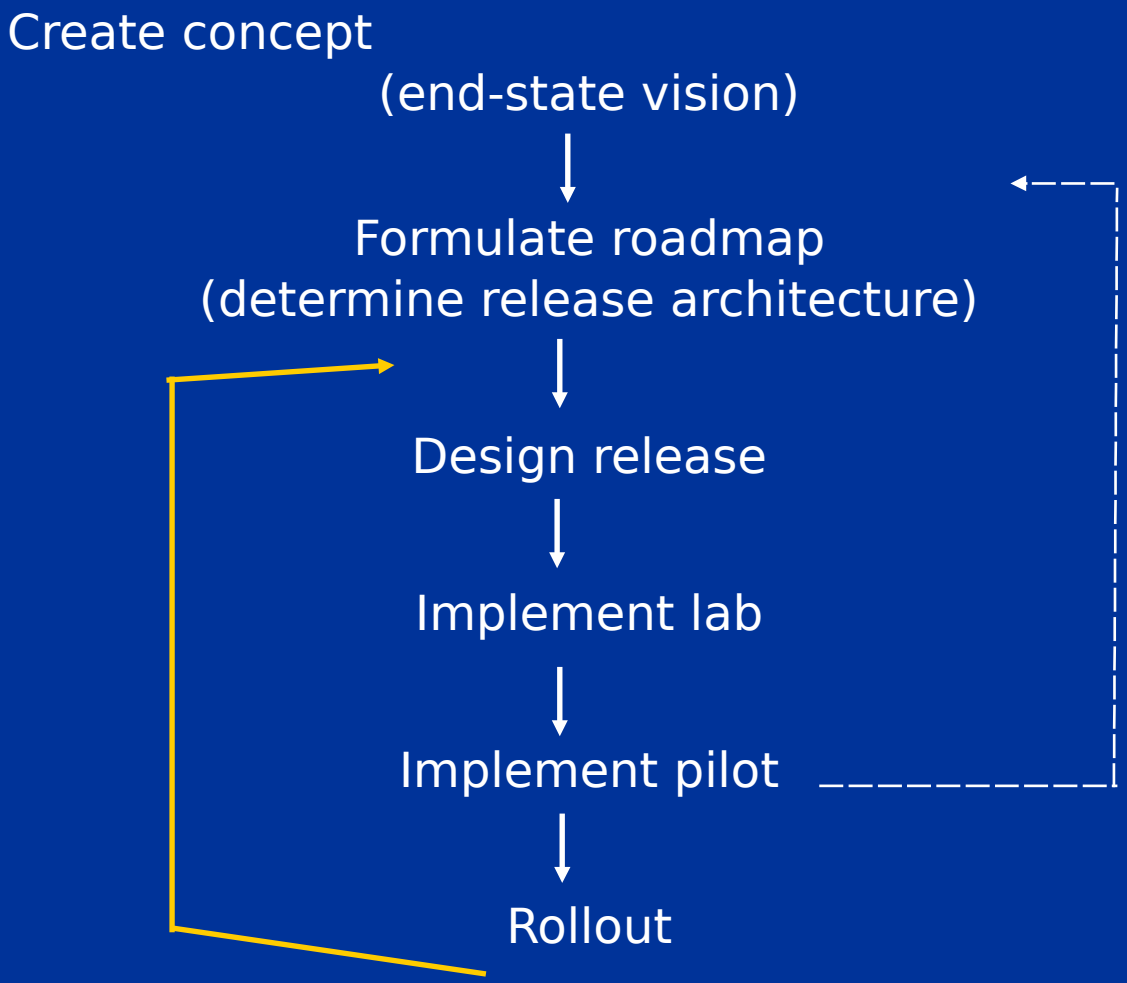
New Process Implementation Process



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Advantages of Release-Based Implementation

- Don’t wait until the end to deliver value
  nothing succeeds like success: building credibility and confidence
- Avoid massive up-front investment
  the 3M school
- Get earlier payback
  greater NPV and the prospect of self-funding
- Don’t presume omniscience in design
  knowing in advance exactly how everything should fit: opportunity for learning

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Advantages of Release-Based Implementation *. . . continued*

- Be easier to live with
  less scary, less disruptive, less morale draining
- Avoid massive integration effort
  trying to reconcile independent components
- Greater resilience
  shorter lag between design and implementation means flexibility is cast in concrete

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The Components of a Release

	Lab	Pilot	Rollout
Goal	Define, build, simulate, test, and refine the design in a safe environment (learning)	Validate the design in a limited-scale but real world environment (more learning)	Deploy the design into full-scale operation (payoff)
Essence	Experimentation	Problem-solving	Production
Analogue	R and D	Customer service	Manufacturing
Personnel	Creative	Trouble-shooter	Planner
Risk	Lots	Some	Little
Innovation	Lots	Some	None
Style	Play	Pressure	Phrenzy
Selling	None	Some	Lots
Where	Sheltered workshop	Pilot site(s)	Everywhere
Success	Stable design	Validation, acceptance, satisfaction	Benefit
Why	Concept proof	Market proof/stress test	Value proof

Constants: testing, improving, selling

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The Two Levels of Implementation

- Process level
  design of new process
  development of plan
  staged implementation

- Enterprise level
  overall strategy, priorities, and plan
  oversees overall implementation
  establishes methodologies, frameworks, standards

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Who Does It?

- Process level: process owner and process core team
  - responsible for new process and its implementation
  - core team creates design, coordinates implementation, acts as process- level program manager
  - implementation achieved via large number of individual projects
  - process owner has accountability

- Enterprise level: Chief Process Officer and process program office
  - responsible for enterprise process model and its realization
  - development of plan for the overall effort
  - control tower for all implementation
  - real and virtual
  - enterprise-level program manager

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The Challenges of Enterprise Implementation

- Program management
  - assuring consistency across all efforts
  - standardizing methodology and implementation
  - common approaches to infrastructural facets (I/T, training, facilities, HR policies, etc.)
  - master schedule management
  - integrated communications
  - aggregate reporting to leadership team
  - overall progress monitoring
  - identifying, surfacing, and resolving issues

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The Challenges of Enterprise Implementation *. . . continued*

- Policy management

  boundaries, priorities, and resource allocation

  conflict resolution

  goal alignment

  interface management

  strategic positioning

  oversight

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Structural Solutions

- Process Council
  - comprised of process owners, chaired by leader
  - context for translating enterprise objectives into process goals
  - forum for advocacy, resource allocation, and conflict resolution
  - the importance of leadership in overcoming parochialism

- Chief Process Officer
  - establishes overall process architecture, process management policies, and implementation strategy
  - facilitates Process Council
  - conduit for information exchange
  - catalyst of pairwise process owner meeting
  - supported by a small organization

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Action Over Planning

- A massive transformation can not be perfectly planned
  - appreciation of the full scale and scope can be paralyzing
  - unanticipatable problems will inevitably arise
  - you can only appreciate what's entailed when you get into it
  - learning occurs only in reality
  - during planning, nothing happens except the passage of time
- Implication: create a vision and start to move towards it
  - without having everything nailed down
  - stumbling forward
- Challenge: a new style of implementation
  - adjusting to uncertainty
  - being flexible about milestones but not about progress

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Change as Dialectic

- A brief primer on Hegel
  - thesis, antithesis, synthesis
- An organization has a limited capacity for comprehending and accepting change
  - can't do too much at once
- A new context changes people's mindsets
  - makes previously abstract issues concrete
- There is nothing like a crisis to provoke action
  - can't avoid the issue
- Implication: introduce as little mechanism as you can and go from there
  - feel the problem before introducing the solution
  - through a series of crises
  - the wisdom of Paul Masson and "go ask Charlie"

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Principles for Transition Planning

- It’s a marathon run at a sprinter’s pace
  early results, long haul
- Get tangible business payoffs quickly
  a process enterprise is the means, not the end
- Build results and infrastructure together
  mutually reinforcing
- Don’t try to do everything at once
  focus on certain processes and concentrate on key facets
- Prioritize, prioritize, prioritize
  processes on significance, facets on complexity
- Get by with as little infrastructure as you can
  quantity and strength
- Institutionalize as you go
  moving from a project to a way of life

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Some Key Timeframes

Initial payoffs	**6 – 9 months**
Major results	**2 years**
Widespread institutionalization	**4 years**
Completion	**never**

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The Three Challenges of Process Redesign

- Innovation
  inventing something new
- Complexity
  building a new system
- Change
  reinventing the business

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The Three Keys to Success

- Creativity
  in design
- Coordination
  in implementation
- Change management
  throughout

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A Sad Tale

- Context: a new design for the product development process
  - state of the art
- Complaints
  - team members carried departmental agendas
  - functional managers withdrew team members
  - departments ignored or overrode teams
- Consequences
  - time wasted in arguing
  - right people not on the team
  - lack of alignment
  - inadequate resources

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The Dallas Epiphany

"We can't overlay high-performance processes on a functional organization."

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Why Are We So Functionally-Focused and Process-Hostile?

- Measurement and reward systems
- Physical facilities
- Job definitions and titles
- Skills and knowledge
- Computer systems
- Budgeting, planning, etc.
- Managerial roles and authority
- Structure and reporting relationships
- Culture
- And many more

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The Process Enterprise

An enterprise in which all work is thought of, designed, performed, and managed as process work by everyone

Outcome: sustained high performance

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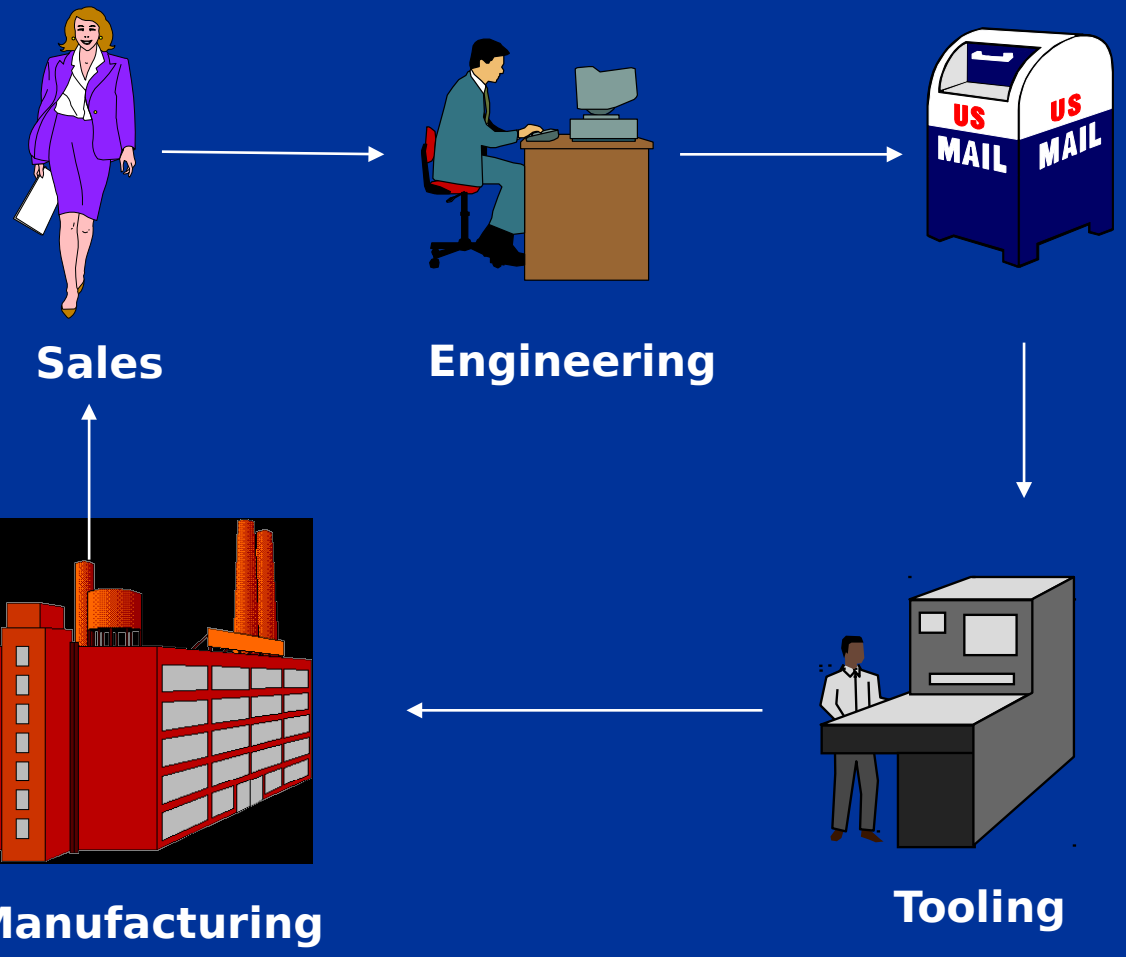
Company C: Pre-Process



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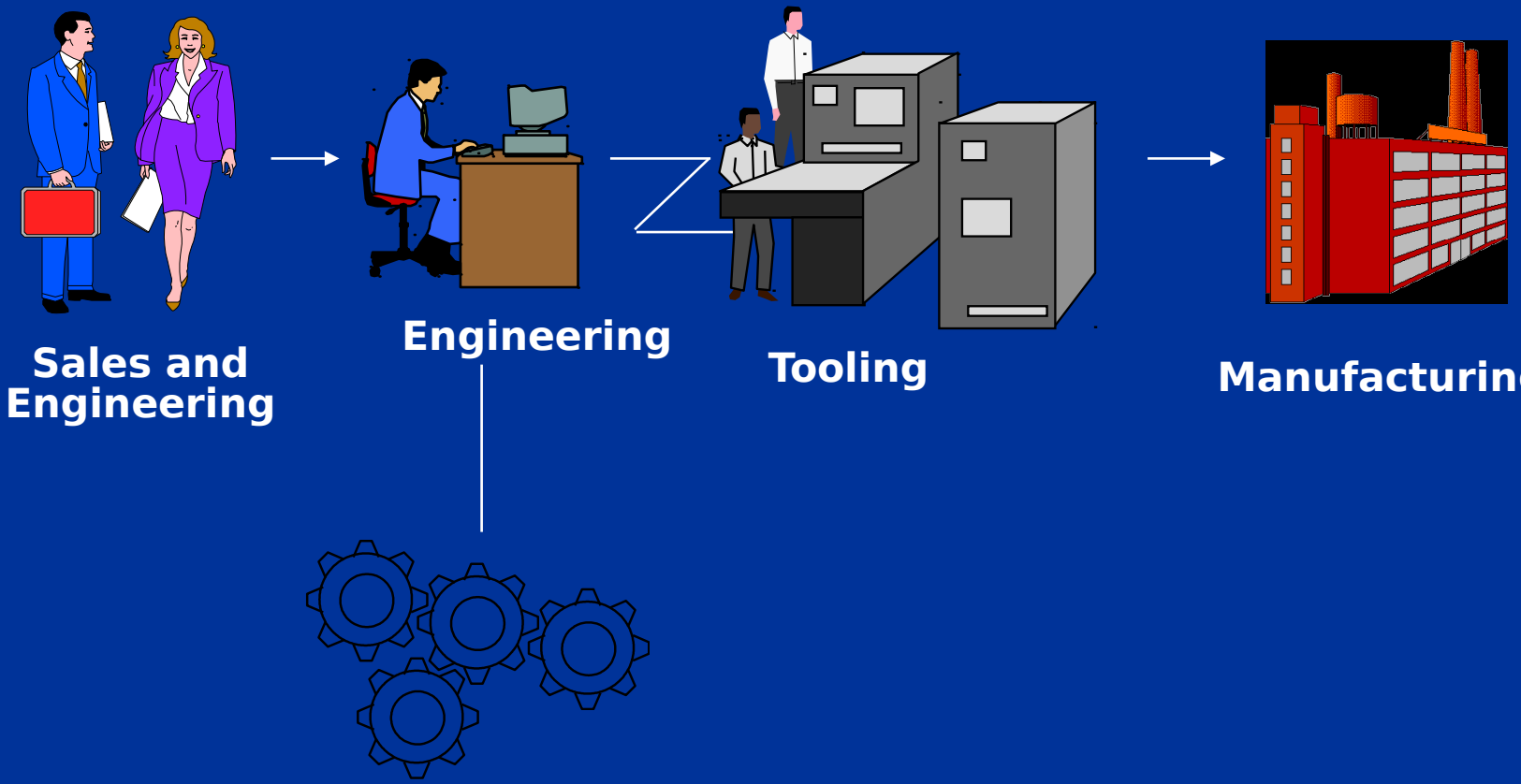
Company C:
Sample Development Process



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Impacts on the Engineer

- Job
  - interaction with customers
  - work with tooling and manufacturing
  - more reuse/less invention
  - more decisions
- Personal and social issues
  - dress and demeanor
  - team player
- Reporting structure and allegiance
  - process and team, not function and department
- Knowledge and skills
  - breadth
  - process and business
  - inter-personal
- Systems
  - measurement, reward, career
- Attitudes
  - responsibility, customers, collective concern, teamwork

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Process Jobs: Answering Richard Scarry's Question

- Bigger
- More complex
- More substantive
- More challenging and difficult
- More empowered and autonomous
- More interpersonal and collective
- Thinking as well as doing

The process professional

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Professional Mottoes

IIOP

TCPAOS

IDWIT

IITB, IUTM

TBSH

Process, customer, professionalism, responsibility, accountability

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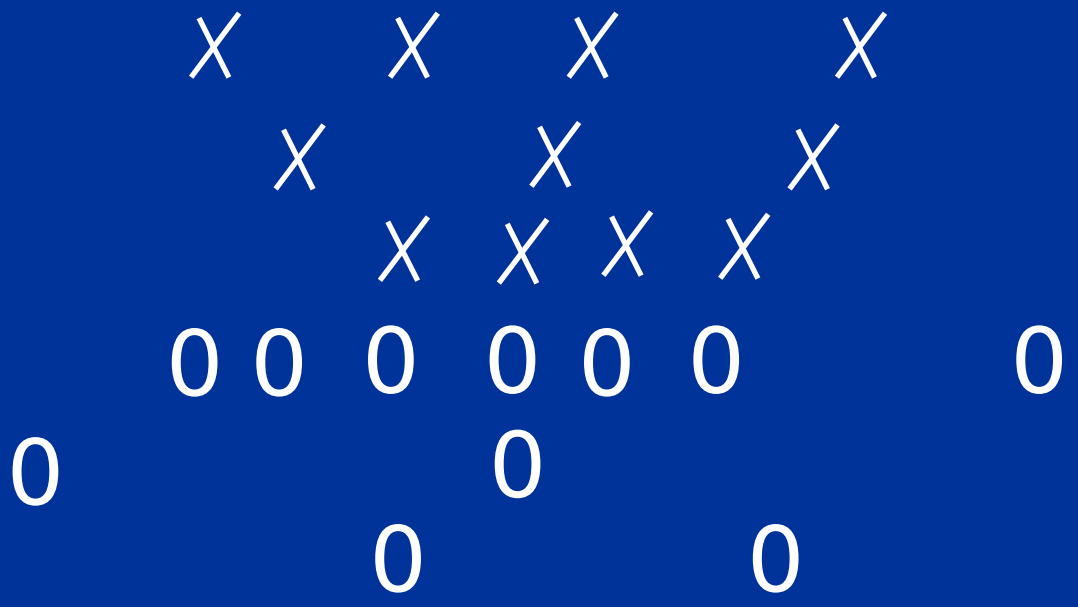
A Model of the Process Enterprise



The Process Transition: Creating a New Enterprise

	From	To
Jobs	Simple	Complex
Environment	Control	Empowerment
Structure	Hierarchy	Flat
Unit	Department	Team
Personnel	Workers	Professional
Focus	Boss	Customers
Axis	Function	Process
Measurement	Activity	Result
Career	Promotion	Growth
Manager	Supervisor	Coach
Executive	Scorekeeper	Leader
Goals	Incongruent	Shared
Perspective	Narrow	Broad
Values	Protective	Productive

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Ineluctable Logic

- Process redesign means unprecedented change
  - a revolution: breaking eggs and dishes and rules
  - changing everything, enormously and immediately
- Process redesign is inherently cross-functional
  - transcending boundaries
- Process redesign has no constituency
  - everybody hates it and nobody is pushing it
- Process redesign will be resisted
  - the issue is overcoming the resistance
- Overcoming resistance is the key to success
  - the soft stuff is the hard stuff
  - the technical problems are the easy problems
  - the leading contemporary cause of failure

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The Two Faces of Change

- Process: the technical side
  - envisioning and implementing new ways of working
  - challenges: innovation and complexity
  - clean, neat, utilitarian, elegant
  - creative, logical, disciplined style

- People: the personal side
  - helping people through the trauma of a massive transition
  - challenges: the imponderables of the human psyche
  - messy, personal, emotional, affective
  - empathetic, intuitive, ruthless style

On the limitations of traditional change management techniques

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A Contemporary Case of Major Change

- Industry: electronic equipment
- Process: order acquisition and fulfillment
- Goals: cycle time reduction, improvement in accuracy and timeliness
- Process redesign themes
  - simplified pricing and negotiation
  - salesperson order entry and access to production schedule
  - centralized order dispatching and production planning
  - case managers for order fulfillment
  - centralized customer service
- Who is impacted by this change? What are their reactions?
  - what are the real issues?

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This Is Not

- What I’m ready for
  unprepared
- What I’m used to
  awkward
- What I’m comfortable with
  uncomfortable
- What I signed up for
  cheated
- What suits me
  discontented
- What I like to do
  unhappy
- What I’m up to
  unready
- What I understand
  confused

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What Negative Feelings Can Change Elicit?

- Fear
- Discomfort
- Anxiety
- Betrayal
- Anger
- Defensiveness
- Guilt
- Exclusion
- Cynicism
- Loss of control
- Resentment
- Incompetence/inadequacy
- And lots more

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The Manifestations of Emotion

- Dismissal, denial, and rationalization
  - the neurological analogy and J.K. Galbraith
  - perceiving what you want
  - the customer satisfaction and conference evaluation forms
  - using “surveys” and traditional measures, looking at the past, selective anecdotes, “a temporary problem”
- Stalling
  - endless argumentation
  - the death of a thousand excuses
  - forecasting doom and gloom
  - learning the wrong lessons: confusing coincidence with causality
  - playing different games (find the truth vs. kill this thing)
  - distinguishing sincere debate vs. delay
- Passive aggression
  - the kiss of yes (but)
  - vicious compliance
  - feigning ignorance or confusion
  - getting “sick”

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The Manifestations of Emotion ...
continued

- Active non-compliance

  working in old ways or delay (while claiming they're not or they had to)

  lying or lip service

  silence or absenteeism

  supporting to death or not providing resources

  the death of a thousand add-ons

  endless excuses

- Explicit obstructionism

  starting competing initiatives

  subversion

  the whispering campaigners

  acting out with French shoes

Which are most common? least common?
most difficult to deal with?

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Camouflaged Resistance

- Endless technical nit-picking
- Theological debates on methodology
- Asking for additional analysis or information
- Changing the subject
- Missing meetings
- Not following through on commitments
- Generalizing and broadening

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Camouflaged Resistance. . . *continued*

- Providing irrelevant or excessive information
- Raising cosmic issues or unanswerable questions
- Making unreasonable demands
- Blaming others
- Passivity and monosyllabilism

Don’t fall into their trap!

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Decoding the Arguments of Resistance

Statement	Meaning
We've got no problem	We want to believe we've got no problem
We tried that	Maybe we once talked about something like that
Let's study it	Let's kill it
That's a good idea	Die and burn in hell
Not right now	Not ever
We're different	You're nuts
My people won't buy it	I won't buy it
You never told us that	We didn't want to hear it

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How Not to Deal with Resistance

Ignore it

Confront it

Use logic on it

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Rethinking Resistance

- Resistance is any behavior by anyone that impedes a desired change
- Resistance is a behavioral manifestation of a negative emotional condition: people resist because the change makes them feel bad
- Resistance is an involuntary response, not conscious or planned
- “Resistance is 10% logical and 90% psychological”
- Resistance must be dealt with at the emotional, not logical or behavioral, level: make them feel better

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A Theory of Resistance

- The source of resistance to change is human feelings
  - people behave bad because they feel bad
- Change mostly makes people feel bad
  - negatives are felt more keenly than positives
- Success = overcoming resistance = modifying how people feel
  - anticipating their feelings and responses
  - converting their attitudes
  - the parable of the singing pig
  - N.B. this is not deceitful
- Resistance is not wicked
  - natural, honest, organic, rather than conscious, deliberate evil
- Change is neutral, perceptions are everything
  - or are some things objectively bad?
  - can people feel good about bad things?
- Managing change is a misnomer
  - managing emotions
  - selling change

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Shifting the Mindset

Not: Good change → Good behavior (Compliance)

Not: Bad change → Bad behavior (Resistance)

But: Change → Bad feelings → Bad behavior (Resistance)

Perception = reality

Implications for intervention

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An Analogous Situation: From Recruit to Soldier

"Natural" feeling	Desired feeling	Mechanism for change
Terror	**Confidence**	**Training**
Isolation	**Belonging**	**Team esprit**
Anger	**Acceptance**	**Venting**
Selfishness	**Loyalty/duty**	**Values**
Vulnerable	**Invincible**	**Training**
Confusion	**Clarity**	**Information**
Victimization	**Importance**	**Attention**
Defensiveness	**Courage**	**Incentives**
Suspicion	**Trust**	**Role models**
Inadequacy	**Competence**	**Practice**
Rebellion	**Commitment**	**Discipline**
Resentment	**Pride**	**Recognition**
Despair	**Hope**	**Leadership**
Consequence	**Desert**	**Charge**

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The 7 Mechanisms of Change Management

- Information (to counter confusion/uncertainty)
  reduce anxiety, increase understanding, prove commitment
  indignation flourishes only in ignorance

- Involvement (to counter exclusion/cynicism)
  making people doers rather than victims: in the footsteps of Lyndon Johnson, Simon and Garfunkel, Eldridge Cleaver, and Don Vito Corleone

- Immediacy (to counter sadness/anger/discomfort)
  intimate interventions to encourage, sympathize, or confront

- Incentives (to counter loss)
  adjusting the reward systems to encourage participation: WIIFM

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The 7 Mechanisms of Change Management *. . . continued*

- Instruction (to counter anxiety)

  increase capabilities and reduce fear of failure

- Inspiration (to counter fear)

  provide courage through exemplary leadership

- Influence (or intimidation)

  use peer pressure and the environment to create a climate of opinion and to build a cohort

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Dealing with the Sales Rep

Before	Why	How	After
Fear	May not survive	Instruction	Confidence
Confusion	Doesn't know what's happening	Information	Clarity
Anger	Role diminished	Immediacy	Acceptance
Devalued	Excluded	Involvement	Proud
Loss	Negative impact	Incentives	Gain
Cynicism	Disengaged	Inspiration	Enthusiastic
Awkward	Not what signed up for	Influence	Comfortable

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Issues with the I's

- Information: doing it effectively
  a problematic track record
- Involvement: doing it broadly
  without shutting down the business
- Immediacy: doing it at all
  overcoming management reluctance
- Incentives: going beyond finances
  appreciating multidimensional influences

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Issues with the I's *. . . continued*

- Instruction: weaving it in

  treating it as part of change management

- Inspiration: doing what it takes

  reaching people's hearts

- Influence: doing it wisely

  knowing who is who

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Common Errors

- Interpreting resistance at face value
- Ignoring culture
- Treating people like objects
- Communicating incompetently
- Avoiding intimacy and messiness
- Relying too heavily on financial incentives
- Not seeing training and education in change management context
- Dealing only at the aggregate level
- Backing off
- Leaving it all to the reengineering staff
- Going slow

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The Agents of Change: Who Does It?

- Leadership/executive management
  pulling the heavy strings
- Operating managers/process owners
  trench warfare
- Change agents/reengineering team
  campaign design and material support
- N.B. The doers are also clients

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Who's Got the Responsibility

	Leadership	Operating Management	Change Agents
Information	✓ ✓	✓	✓
Involvement		✓	
Intimacy		✓	✓
Incentives	✓		
Instruction		✓	✓
Inspiration	✓ ✓	✓	
Influence	✓ ✓	✓	

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The Catch

- Change management is time-consuming
  particularly of senior managers
- Change management is unfamiliar
  demands different mindset and skill set
- Change management is messy
  murky and unprecise and subjective
- Change management is difficult
  requires tenacity and effort
- Change management is unpleasant
  dealing with raw emotions and personal pain
- Change management is expensive
  a major camp

But it's the difference between success and failure

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The Themes and Style of Change Management: 3 More I's

- Inevitability
  - "no one undertakes major change unless they believe they have to"
  - there's no alternative
  - "we had no choice": the status quo as non-starter
  - resistance is futile: no exceptions and zero tolerance
  - the precedent of King Canute and the shadow of the gallows
  - assuring dire consequences (organizational and personal)
  - overcoming momentum and inertia
  - public flogging of naysayers
  - change for change's sake: burning the house down
- Intensity
  - Sean Connery was right
- Individuality
  - so was Tip O'Neill

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Targeting Your Energy

- The 20/60/20 distribution
  - where do you put your effort?
  - what to do about each group: encourage to lead, marginalize and encourage to leave (incentives, impetus, inevitability), encourage to participate
- Focusing on key people
  - more personally focused and less aggregate
  - more intensive effort
  - earlier and more frequent
- Criteria for attention
  - needed for the effort
  - needed for new process operation (irreplaceable)
  - source of needed resources or knowledge
  - source of authorization or permission
  - influence on others: opinion leaders (especially first line supervisors)
  - heavily affected
  - potential for disruption

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Un Cri De Coeur

- "We have been a classical functional organization. We are moving toward a process organization, but we lack any systematic program of organizational change. Each function is trying to make the minimum possible change, to preserve the function and business as usual. Departments say 'we control that data,' or 'we don't do it this way,' or 'there's no place on the org chart for that'.

- Ad hoc groups are creating new workarounds. We seem to be replacing one set of complex procedures with another. Management fears the advent of processes and is trying to protect their turf. The new processes are being compromised in the face of organizational resistance.

- We grieve for the success of this program."

-from an internally circulated manifesto at a Fortune 50 corporation

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The Underlying Problem

- "There is reticence on the part of senior management to take decisive action. They are not insisting on real progress and seem not to care. They approve the familiar parts, but the least familiar parts are the most important.

- We devoutly wish for company leadership to change this functional orientation and control the resistance to change."

-from the same source

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The Primary Cause of Failure

Insufficient executive leadership in making major business change

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The Role of the Transition Leader

- Instigating

  primum mobile et primus causus; legitimizer of vast change
- Interpreting the environment

  recognizing need, seeing what others do not
- Goal setting

  establishing a vision, defining direction and strategy, setting priorities
- Creating an atmosphere for change

  overcoming inertia and skepticism, authorizing rule-breaking, maintaining momentum
- Making demands of the organization

  setting expectations and creating a sense of urgency
- Champion, motivator, cheerleader, inspirer, spiritual advisor

  getting and keeping everyone enthused and committed

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Exercising Leadership: The Forrest Gump School

- Communicating the nature and importance of the program
- Committing required resources
- Removing barriers and roadblocks
- Devoting personal time
- Staying personally engaged
- Putting own credibility on the line
- Exemplifying appropriate personal behaviors

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Exercising Leadership: The Forrest Gump School *. . . continued*

- Compelling widespread participation and engagement
- Holding line management accountable for results
- Realigning power and authority
- Making changes to measurement and reward systems
- Challenging the status quo
- Displaying passion, confidence, and commitment
- Maintaining commitment

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In a Nutshell

Leaders stand alone, bear the pain, take the heat, tell the truth

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The Key Word

Passion

Intensity, conviction, fanaticism, tenacity, courage, relentlessness

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Taking a Stand

The tale of the uniforms

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Everything I Needed to Know About Transition Leadership I Learned in the Bible

- The relevance of the story

  the experience of transition: neither familiarity nor stability

  the observation of Rosabeth Moss Kantor

- The Exodus from Egypt

  wedge and magnet: identify the burning platform and share the motivating vision (despair + hope = action)

  the need for both

  the challenge of apparent success

- The parting of the Red Sea

  personal example: putting yourself on the line

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Everything I Needed to Know About Transition Leadership I Learned in the Bible . . . *continued*

- The battle against the Amalekites

  the importance of support, alignment, and stamina

- The episode of the Golden Calf

  the need for constant vigilance and visibility: see and be seen; the error of delegation

- The complaints about the manna

  exaggeration and romanticization; the need for ongoing effort until the new is old and the old is forgotten

- The report of the scouts

  fear, inadequacy, and Mary Kay Ash

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A Prerequisite for Leadership

Deep, abiding, intuitive,
and passionate embrace
of the power of process

You can't convince others if you don't believe yourself

A leader who doesn't get it is no leader at all

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5 Strategic Imperatives

- Own the Streets
- Win with Every Customer
- Find a Better Way
- Make Money
- Own the Results

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Responses

- ME?
- I have no idea what you're talking about
- Haven't heard of them
- What was that?
- No
- Just for sales reps
- Didn't go to the meeting
- Been on vacation for two weeks
- I'm just a loan officer
- In a pile of paperwork–but I love it!
- Talk to my manager
- Taking It to the Streets
- Rote repetition
- Not attributing success to the Imperatives

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The Challenge of Communicating Change

- People do not want to hear the message
  because they don't want to change
- They're not paying attention
  no incentives, ownership, interest, or time
- Everyone assumes management is a bunch of congenital liars
  learning from Dilbert
- People hear things differently
  the lesson of deconstructionism

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The Challenge of Communicating Change . . . *continued*

- People read into what they hear
  the Talleyrand effect
- We’re awash in communications
  from other initiatives, other sources, other environments
- The tension and fear are palpable
  communications will be subject to biblical exegesis
- The rumor mill is working overtime
  both autonomously and deliberately

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Rising to the Communications Challenge

- Persist and repeat
- Tell the truth
- Plan
- Tailor for different needs of different audiences
- Be clear, simple, unambiguous, precise, consistent, pragmatic, and complete
- Clarify what it means for them
- Put yourself in their shoes
- Explain why as well as what

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Rising to the Communications Challenge...*continued*

- Make it important, distinctive, interesting, compelling, relevant, and memorable
- Acknowledge omissions
- Preempt rumors
- Treat people like adults
- Involve senior management
- Hold people accountable
- Make it two-way
- Measure effectiveness

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Guidelines for Selling Change

- Sell early and often

  seize the bandwidth: neglect will not be benign

  remember that organizations abhor ambiguity and exhibit paranoia: the wisdom of Aristotle

  avoiding appearance of stonewalling

  use every opportunity, not just communications events

  preempting other sources of information

  it takes a while to sink in

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Guidelines for Selling Change . . .
continued

- Make the message engaging and vivid

  make it stand out, find a hook, capture the imagination, provoke curiosity, avoid cliches

  dramatize: show, don't tell

  the story of the launch event: creative, fun, interactive, kinesthetic, thought and curiosity provoking, fun

  employ the appurtenances of marketing

  learning from the marketing masters

  make it multi-dimensional

  reinforcement is vital

  avoid monotony; the 7 x 7 rule

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Guidelines for Selling Change
...continued

- Treat people like adults
  - assume maturity and the ability to face reality
  - accord dignity and respect
  - don't sugarcoat or sensationalize
  - grown-up language
  - but adults from another planet
  - over time, communications must evolve
  - more focused, specific, and personal to match the evolution of people and their concerns
  - but themes, goals, and honesty must remain constants

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Guidelines for Selling Change
...continued

- Empathize with the audience: talk to them, not yourselves

  anticipate and dispel biases and preconceived ideas

  the need to overcome differences in education, seniority, knowledge, comfort with change, optimism, and self-esteem

  countering laziness and inertia

  use language, media, themes, and style appropriate for them: the case of the comic strip

  the importance of testing

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Media Planning

- Communications must transcend the information content
  - entertaining
  - engaging
  - experiential
  - multiple channels for reinforcement
- McLuhan was right
  - how is as important as what
  - the how should reinforce the what
  - the how sends its own message: the lessons of the dunning letter
  - match medium to message, audience, culture
- Communications vehicles must be tuned to content, emotions, and organizational culture
  - the style must match the accepted modes of discourse
- Use new media as well as traditional ones
  - print, video, meetings (large and small), email, databases, Internet: the medical school and the trucking firm

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Segmentation

- Different constituencies need to be sold in different ways

  different backgrounds, concerns, impacts, comprehension, languages, roles, criticality, etc.

- Segment constituencies in relevant ways

  may not just be demographic

- Everything is up for grabs

  message, medium, frequency, intensity, emphasis, etc.

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A Sample Initial Communications Plan (Extract)

Segment	Message/Goal	Medium/Activity
1. Design team member work associates	• What team member is doing • Hard work and importance • We are all heroes; all “best and brightest” • Need the help and understanding of home departments • Appreciation for picking up the slack • Rejection and resentment	• Letter from President –Individualized –Explaining importance of effort • “Visits Home” by team members –Update work associates on progress –General enthusiasm –Solicit feedback • Vice President visits –Respective Vice Presidents informally visit with work associates of team members; explain roles, etc.
2. Design teams (100+ people)	• Weekly update • Isolation and despair to community and encouragement • Tired and frustrated to energized and connected	• News, successes, meeting schedules, highlights, shared issues, etc. • Town meeting

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A Sample Initial Communications Plan (Extract) *... continued*

Segment	Message/Goals	Medium/Activity
3. Executive team	• Update and feedback • Flagging enthusiasm and doubt to renewed passion	• One-on-one meetings –Identify “buddies” –Align sponsors with “buddies” –Provide updates –Obtain feedback –Accomplish every two weeks
4. Senior and middle managers (top 600)	• Weekly update • Cynicism	• Personalized letter from President –Current status –Request for input –Early warning –Affirmation of commitment • Talks with executive team members

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A Sample Initial Communications Plan (Extract) . . . *continued*

Segment	Message/Goal	Medium/Activity
5. Everyone	• Inevitability • Vision of success (inspiration) • Fear to hope	• Monthly magazine articles – Focusing on specific outcomes – Positioned in larger context • Monthly CEO letter – Constant reinforcement
6. Everyone	• Successes (facts) • Lingering skepticism to belief	• Daily internal newspaper – At least weekly story – Make heroes of team members
7. Everyone	• Explanation (knowledge) • Confusion to clarity	• New, dedicated vehicles – Brochure – Series of special publications devoted to ongoing activities and

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The Communications Program

- Content: the message (what you say)
  vision, goal, motivation
  the 4 P's: purpose, plan, progress, problems
- Theme: the medium (how it's said)
  commitment and inevitability
  what is heard rather than what is said; music vs. words

- Format: multi-pronged
  diverse media and styles

- Needed characteristics
  clear simple enthusiastic consistent
  memorable splashy honest unrelenting

- Keys for success
  senior source measurement of effectiveness
  strategy opportunities for input
  expertise directed at constituents' concerns
  getting heard making an impression

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Keeping the Plan Current

- Over time the audience changes
  more informed, concerned, sophisticated, engaged
- So do their concerns
  more personal, specific, action-oriented
- The message must keep pace
  concreteness, specificity, focused, personalization
- As must the medium
  style, depth, format, messenger, formality, presenter

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Case for Action

- The statement of why we're embarking on change: the wedge/burning platform
  - a sense of crisis
  - tugging on the fear string
  - improve or die
  - corporate and personal
  - “when the pain and fear of the status quo exceed the pain and fear of change, change will happen”

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Case for Action *. . . continued*

- Structure

  business context: what's new, difficult, important in our environment

  marketplace demands: how these factors translate into performance requirements that we are unable to meet

  scenarios: what will take us down and how

  diagnostic: why we can't meet these requirements and why incremental adjustments won't be enough

  payoff: the business potential if we act

  costs of inaction: what will happen if we don't

- Characteristics

  brief and blunt indisputable
  non-generic hysterical

- The value of the one chart argument

  memorable and repeatable

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The End-State Vision

- A high-level expression of where we're going
  - the kind of organization we're going to be
  - the kind of way we're going to operate
  - the kind of results we'll achieve
  - slogans and pictures
  - *not* expressed in financial terms
  - tugging on the hope/greed string
  - the magnet
- Goals and uses
  - rallying cry
  - creating further tension
  - focus and yardstick
  - forcing consensus

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Feedback

- Why?

  understand the realities of people's feelings

  enable listening via talking

  measure and improve change program

  provide mechanism for venting

  offer a mode of participation

  demonstrate respect and concern

  compel attention

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Feedback *. . . continued*

- How?

  make sure it's risk free

  do it regularly

  allow it to be unofficial and outside usual channels

  focus on feelings

  guarantee response and give something in return

  use formal and informal devices (written, one-on-one, town meetings), and observe behavior as well

- The challenge: distinguishing constructive criticism from camouflaged resistance

  and encouraging one while discouraging the other

  consider the individual

  listen to the language and look for patterns

  ask for specificity and alternatives

  think

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Some Questions for Communications Feedback

- How do you feel about the reengineering effort?
- How do your coworkers feel about reengineering?
- How well do you feel you understand the goals of our reengineering effort and how we are achieving them?
- What are the most commonly asked questions about reengineering?
- Do your coworkers believe that the company is serious about reengineering? What steps could be taken to prove our commitment?

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Some Questions for Communications Feedback...*continued*

- What points should be stressed in our future communications?
- In what ways could our communications be improved?
- What individuals or groups should receive special attention from our communications efforts?
- What additional information about reengineering would you find helpful?

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Informal Communications

- Rumors are rampant
  - they establish a pseudo-reality
  - they can do great harm
  - and they can't be prevented
- They can be contested
  - the automated grapevine spray: email, voice mail, hot line, Notes, etc.
  - requires immediate response and serious attention
- They can sometimes be prevented
  - judicious "leaks" that don't duplicate the official line can keep people occupied: an inverse Gresham's Law
  - everybody loves to be in the know
  - everybody loves dirt
- Make sure you've got your ear to the ground
  - rumors don't reach the executive suite on their own: the spouse is always the last to know

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Broadening the Definition of Communications

Everything sends a message to the organization: what is done, how it's done, what is not said, what is not done

innocuous events are subject to (mis)interpretation

false conclusions are reached from no data

Event	Message
Design team works in secrecy	They're planning things too awful to contemplate
The CEO was not at the kick-off meeting	This is not that important
Unidirectional communications	Our participation and engagement are unnecessary
Delay in a deliverable	The project is about to fail

Implications

expect misinterpretation, hysteria, irrationality, and overinterpretation

see events through others' eyes: practice paranoia

explain everything, even that which needs no explanation

describe mechanisms as well as outcomes

some information sooner is better than full information later

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Leaving the Past Behind

- Change means the end of the old as well as the beginning of the new
  - Anatole France and Mark Twain
- Formal indications of the end of the old give people an opportunity to mourn their loss and let go
  - the psychological power of symbols, rituals, and rites
  - the bonfire of the manuals
  - the value of experiential learning: know vs. feel
  - making the intellectual physical and visceral
- Explicit endings also reinforce the message that the past is indeed over
  - Cortez at Veracruz: there's no going back

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Leaving the Past Behind *. . . continued*

- De mortuis nil nisi bonum

  position the new as building on the best of the old (even if it's not)

  don't rub noses unnecessarily: the decline of the 10 Year Club

- It's also important to identify and communicate what continues

  the importance of anchors and reference points

  celebrating continuity wherever you can find it: building over the temples

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Why Commitment is a Fragile Thing

- We get some success
  reduces sense of urgency
- We don't get success fast enough
  impatience turns to dismay
- We forget why we started
  and lose interest
- We think we're done
  forgetting the goal
- We make mistakes and encounter problems
  panic and loss of confidence

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Why Commitment is a Fragile Thing *. . . continued*

- We get weary
  because it's tougher than we expected
- We encounter a crisis
  that takes attention and resources
- We get lucky
  and confuse it with brains
- We get distracted
  by new issues and ideas, with the advantage of novelty and without much baggage
- We lose key leaders
  and energy goes along

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Keeping the Effort Alive

- Set and manage expectations
  inoculate in advance
- Get results fast
  reduces uncertainty and anxiety, builds credibility and momentum
- Develop a rolling strategy
  always putting something on the horizon
- Make retreat impossible
  via specific public commitment
- Burn some bridges
  through irreversible infrastructure change
- Embed in strategy
  not just a program

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Keeping the Effort Alive *. . .continued*

- Relink to new initiatives
  an evergreen imperative
- Keep selling
  demonstrating results
- Engage external constituencies
  who will hold you to it
- Keep leadership in the loop
  so they don’t forget
- Build bench strength
  anticipating the inevitable
- Be sensitive to the emotional rollercoaster
  and be prepared to intervene

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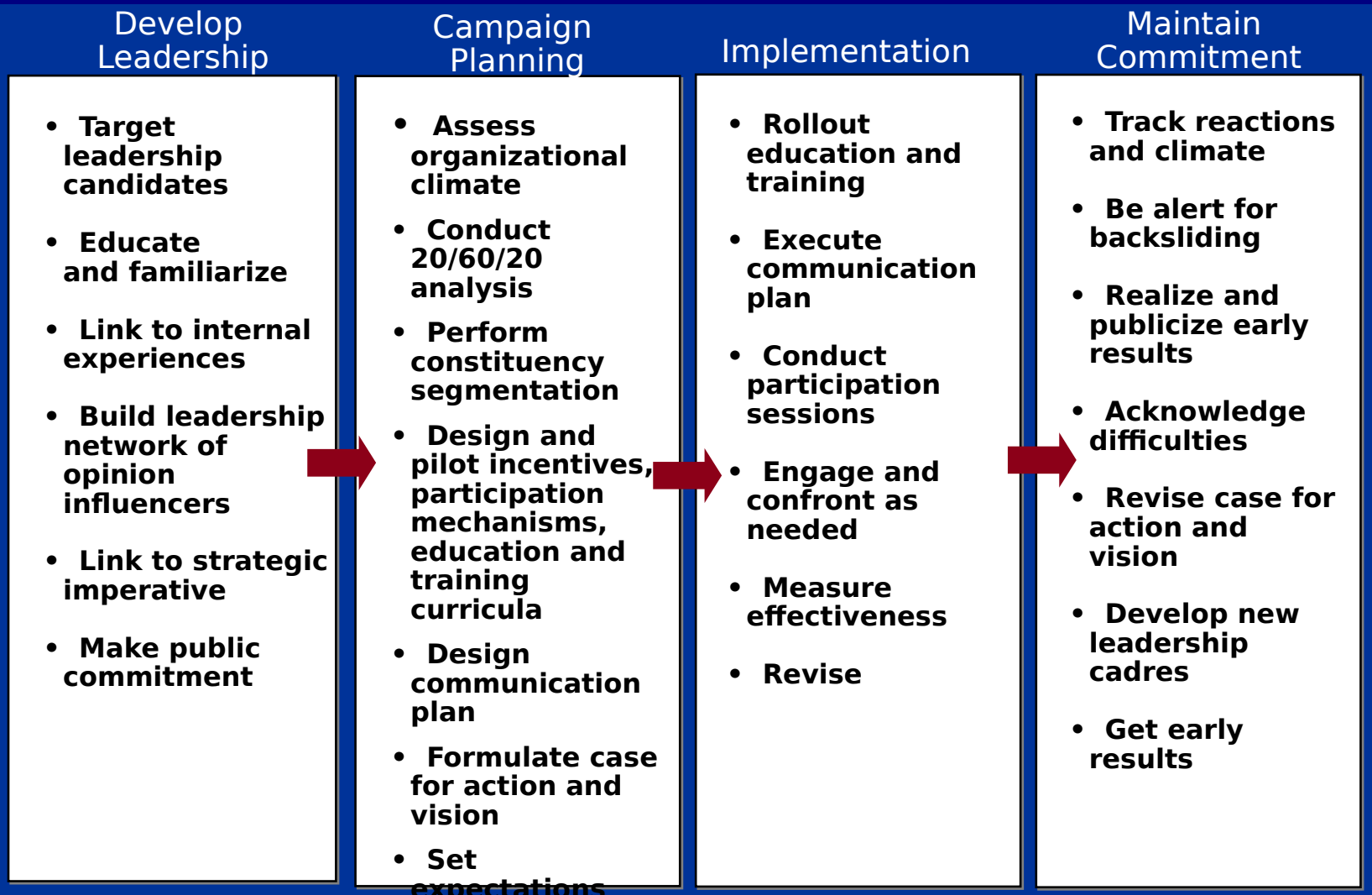
A Process Approach


Develop Leadership
• Target leadership candidates
• Educate and familiarize
• Link to internal experiences
• Build leadership network of opinion influencers
• Link to strategic imperative
• Make public commitment
Campaign Planning
• Assess organizational climate
• Conduct 20/60/20 analysis
• Perform constituency segmentation
• Design and pilot incentives, participation mechanisms, education and training curricula
• Design communication plan
• Formulate case for action and vision
• Set expectations
• Engage
Implementation
• Rollout education and training
• Execute communication plan
• Conduct participation sessions
• Engage and confront as needed
• Measure effectiveness
• Revise
Maintain Commitment
• Track reactions and climate
• Be alert for backsliding
• Realize and publicize early results
• Acknowledge difficulties
• Revise case for action and vision
• Develop new leadership cadres
• Get early results

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Cultural Revolution

- External change is only effective and sustainable if reinforced by internal change
  - the perils of lip service and resistance
- The need to instill a new set of attitudes
  - customer primacy
  - breaking managers of control
  - breaking professionals of subservience
  - accepting responsibility
- A two-pronged approach
  - the wisdom of Richard Pascale
  - working inside out as well

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Traditional Values and Beliefs

- My boss pays my salary

  looking up, not out; loyalty over performance

- My work doesn't matter

  just a cog in a wheel: pay for attendance, tenure, effort

- Pass the buck

  CYA, keep moving, avoid risks, and dodge responsibility: it's not my job, don't volunteer, don't ask questions, do as you're told

- Look out for #1

  I win when you lose

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Traditional Values and Beliefs . . .
continued

- Succeed by empire-building
  the one with the biggest organization wins
- Our history makes us great
  and the numbers agree
- Work is a drag
  selling time to pay the bills

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Process Values and Beliefs

- Our customers pay our salaries

  doing what's needed to please the customer

- My work does matter

  pride in performance: I make a difference

- The buck stops here

  accepting ownership of problems: we've got to get it right

- We look out for each other

  we're all in this boat together

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Process Values and Beliefs
. . . continued

- Succeed by performing

  teamwork as the key

- Our history is behind us

  "profit is not a leading indicator"; what we do today will make us great

- Work is life

  updating the sports T-shirt

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Some Aspects of the Cultural Change

- Team over individual
- Customer over boss
- Discipline over chaos and improvisation
- Openness and sharing
- Personal accountability
- Collective responsibility
- Acting like adults

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Reshaping Cultural Values

- Implementation
  practice them by weaving them into process designs
- Measurement and reward
  reinforce with management and measurement systems
- Executive role modeling
  personally walking the walk
- Seriousness and sacrifice
  follow through on their consequences, to foster belief and overcome cynicism, especially when it's tough: virtue guarantees its own reward; create your own legends and myths
- Effective articulation and communication
  say them clearly, make them unique, give them edges, and disseminate them widely

Requirements: consistency, relentlessness, commitment

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Good Advice from Those Who Have Gone Before You

- “Don’t wait for all the lights to turn green.”
- “If you had told us at the outset that we would have to get to where we are today, we would never have begun.”
- “You have to accept that not everything goes right.”
- “Muddling with a purpose is how to get there.”
- “It is a constant communications battle. Unless you can reach deep into the hearts of people and really convince them, you are not going to get anything done.”

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Good Advice from Those Who Have Gone Before You . . . *continued*

- "Process adherence is part of the salary continuation plan."
- "The biggest shift has been the move to a collaborative environment."
- "When a manager tells me he doesn't like process he really means he doesn't want to share power."
- "We are going on a journey . . ."
- "The transition was awful, but I'd never go back."

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